

AGENDA  
Joint Meeting of the  
COMMUNITY CORRECTIONS PARTNERSHIP/  
COMMUNITY CORRECTIONS PARTNERSHIP  
EXECUTIVE COMMITTEE

March 4, 2016

8:00 A.M. to 10:00 A.M.

50 Douglas Drive, 2nd Floor, Martinez  
Probation Department

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1. Welcome / Announcements
2. Public comment on any item under the jurisdiction of the Committee and not on this agenda (speakers may be limited to two minutes).
3. CONSIDER approving Record of Action from the January 22, 2016 meeting.  
**(Page 4)**
4. PRESENTATION on the Contra Costa County Asset Mapping Final Report sponsored by the Workforce Development Board. (Donna Van Wert, Workforce Development Board) **(Page 10)**
5. CONSIDER approving an option for implementation assistance on various recommendations provided by Resource Development Associates over the course of their data evaluation processes. (Lara DeLaney, Senior Deputy County Administrator) **(Page 68)**
6. CONSIDER reviewing and accepting the FY 2014/15 AB 109 Annual Report assembled by Resource Development Associates, on behalf of the Community Corrections Partnership, for Contra Costa County. (Lara DeLaney, Senior Deputy County Administrator) **(Page 80)**
7. CONSIDER reviewing and accepting the Final Draft RFP/RFQs for the AB 109 Community Programs for Employment Support and Placement Services, Short and Long-Term Housing Access, Peer Mentoring & Family Reunification Services, and Civil Legal Services and PROVIDE input on the process, as needed. (Lara DeLaney, Senior Deputy County Administrator) **(Page 119)**
8. The next scheduled meeting will be on Friday, May 6, 2016 at 8:00 AM.
9. Adjourn

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The Community Corrections Partnership (CCP) will provide reasonable accommodations for persons with disabilities planning to attend CCP Committee meetings. Contact the staff person listed below at least 48 hours before the meeting. Any disclosable public records related to an item on a regular meeting agenda and distributed by staff to a majority of members of the CCP Committee less than 96 hours prior to that meeting are available for public inspection at 50 Douglas Drive, Suite 201, Martinez, CA, during normal business hours, 8 am - 12 Noon and 1-5 pm. Materials are also available on line at

<http://www.co.contra-costa.ca.us/3113/Community-Corrections-Partnership-CCP>

Public comment may be submitted via electronic mail on agenda items at least one full work day prior to the published meeting time.

For additional information, contact: Cindy Nieman, Committee Staff, Phone (925) 313-4188 [cindy.nieman@prob.cccounty.us](mailto:cindy.nieman@prob.cccounty.us)

## **Glossary of Acronyms, Abbreviations, and other Terms (in alphabetical order):**

Contra Costa County has a policy of making limited use of acronyms, abbreviations, and industry-specific language in its Board of Supervisors meetings and written materials. Following is a list of commonly used language that may appear in oral presentations and written materials associated with Board meetings:

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<b>AB</b>	Assembly Bill	<b>HIPAA</b>	Health Insurance Portability and Accountability Act
<b>ABAG</b>	Association of Bay Area Governments	<b>HIV</b>	Human Immunodeficiency Syndrome
<b>ACA</b>	Assembly Constitutional Amendment	<b>HOV</b>	High Occupancy Vehicle
<b>ADA</b>	Americans with Disabilities Act of 1990	<b>HR</b>	Human Resources
<b>AFSCME</b>	American Federation of State County and Municipal Employees	<b>HUD</b>	United States Department of Housing and Urban Development
<b>AICP</b>	American Institute of Certified Planners	<b>Inc.</b>	Incorporated
<b>AIDS</b>	Acquired Immunodeficiency Syndrome	<b>IOC</b>	Internal Operations Committee
<b>ALUC</b>	Airport Land Use Commission	<b>ISO</b>	Industrial Safety Ordinance
<b>AOD</b>	Alcohol and Other Drugs	<b>JPA</b>	Joint (exercise of) Powers Authority or Agreement
<b>BAAQMD</b>	Bay Area Air Quality Management District	<b>Lamorinda</b>	Lafayette-Moraga-Orinda Area
<b>BART</b>	Bay Area Rapid Transit District	<b>LAFCo</b>	Local Agency Formation Commission
<b>BCDC</b>	Bay Conservation & Development Commission	<b>LLC</b>	Limited Liability Company
<b>BGO</b>	Better Government Ordinance	<b>LLP</b>	Limited Liability Partnership
<b>BOS</b>	Board of Supervisors	<b>Local 1</b>	Public Employees Union Local 1
<b>CALTRANS</b>	California Department of Transportation	<b>LVN</b>	Licensed Vocational Nurse
<b>CalWIN</b>	California Works Information Network	<b>MAC</b>	Municipal Advisory Council
<b>CalWORKS</b>	California Work Opportunity and Responsibility to Kids	<b>MBE</b>	Minority Business Enterprise
<b>CAER</b>	Community Awareness Emergency Response	<b>M.D.</b>	Medical Doctor
<b>CAO</b>	County Administrative Officer or Office	<b>M.F.T.</b>	Marriage and Family Therapist
<b>CCCFPD</b>	(ConFire) Contra Costa County Fire Protection District	<b>MIS</b>	Management Information System
<b>CCHP</b>	Contra Costa Health Plan	<b>MOE</b>	Maintenance of Effort
<b>CCTA</b>	Contra Costa Transportation Authority	<b>MOU</b>	Memorandum of Understanding
<b>CDBG</b>	Community Development Block Grant	<b>MTC</b>	Metropolitan Transportation Commission
<b>CEQA</b>	California Environmental Quality Act	<b>NACo</b>	National Association of Counties
<b>CIO</b>	Chief Information Officer	<b>OB-GYN</b>	Obstetrics and Gynecology
<b>COLA</b>	Cost of living adjustment	<b>O.D.</b>	Doctor of Optometry
<b>ConFire</b>	(CCCFPD) Contra Costa County Fire Protection District	<b>OES-EOC</b>	Office of Emergency Services-Emergency Operations Center
<b>CPA</b>	Certified Public Accountant	<b>OSHA</b>	Occupational Safety and Health Administration
<b>CPI</b>	Consumer Price Index	<b>Psy.D.</b>	Doctor of Psychology
<b>CSA</b>	County Service Area	<b>RDA</b>	Redevelopment Agency
<b>CSAC</b>	California State Association of Counties	<b>RFI</b>	Request For Information
<b>CTC</b>	California Transportation Commission	<b>RFP</b>	Request For Proposal
<b>dba</b>	doing business as	<b>RFQ</b>	Request For Qualifications
<b>EBMUD</b>	East Bay Municipal Utility District	<b>RN</b>	Registered Nurse
<b>ECCFPD</b>	East Contra Costa Fire Protection District	<b>SB</b>	Senate Bill
<b>ECCRPC</b>	East Contra Costa Regional Planning Commission	<b>SBE</b>	Small Business Enterprise
<b>EIR</b>	Environmental Impact Report	<b>SRVRPC</b>	San Ramon Valley Regional Planning Commission
<b>EIS</b>	Environmental Impact Statement	<b>SWAT</b>	Southwest Area Transportation Committee
<b>EMCC</b>	Emergency Medical Care Committee	<b>TRANSPAC</b>	Transportation Partnership & Cooperation (Central)
<b>EMS</b>	Emergency Medical Services	<b>TRANSPLAN</b>	Transportation Planning Committee (East County)
<b>EPSDT</b>	State Early Periodic Screening, Diagnosis and Treatment Program (Mental Health)	<b>TRE or TTE</b>	Trustee
<b>et al.</b>	et alii (and others)	<b>TWIC</b>	Transportation, Water and Infrastructure Committee
<b>FAA</b>	Federal Aviation Administration	<b>VA</b>	Department of Veterans Affairs
<b>FEMA</b>	Federal Emergency Management Agency	<b>vs.</b>	versus (against)
<b>F&amp;HS</b>	Family and Human Services Committee	<b>WAN</b>	Wide Area Network
<b>First 5</b>	First Five Children and Families Commission (Proposition 10)	<b>WBE</b>	Women Business Enterprise
<b>FTE</b>	Full Time Equivalent	<b>WCCTAC</b>	West Contra Costa Transportation Advisory Committee
<b>FY</b>	Fiscal Year		
<b>GHAD</b>	Geologic Hazard Abatement District		
<b>GIS</b>	Geographic Information System		
<b>HCD</b>	(State Dept of) Housing & Community Development		
<b>HHS</b>	Department of Health and Human Services		

**County of Contra Costa**  
**OFFICE OF THE COUNTY ADMINISTRATOR**  
**MEMORANDUM**

**COMMUNITY CORRECTIONS PARTNERSHIP**

**3.**

**Meeting Date:** 03/04/2016  
**SUBJECT:** RECORD OF ACTION - January 22, 2016  
**FROM:** David Twa, County Administrator  
**DEPARTMENT:** County Administrator

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**RECOMMENDATION:**

APPROVE Record of Action from the January 22, 2016 meeting.

**BACKGROUND:**

County Ordinance requires that each County body keep a record of its meetings. Though the record need not be verbatim, it must accurately reflect the agenda and the decisions made in the meeting.

**DISCUSSION:**

Attached for the Partnership's consideration is the Record of Action for its January 22, 2016 meeting.

**FISCAL IMPACT (if any):**

No fiscal impact. This item is informational only.

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**Attachments**

Record of Action - January 22, 2016

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**DRAFT**  
**AGENDA**

Joint Meeting of the  
**COMMUNITY CORRECTIONS PARTNERSHIP/  
COMMUNITY CORRECTIONS PARTNERSHIP  
EXECUTIVE COMMITTEE**

**January 22, 2016**

8:00 A.M. to 11:00 A.M.

50 Douglas Drive, 2nd Floor, Martinez  
Probation Department

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**Present:** Philip Kader, Chair  
Allan Cantando, Antioch Police Chief  
David Livingston, Sheriff-Coroner  
Devorah Levine, Victim's Representative  
Fatima Matal Sol, Alcohol and Other Drugs Director  
Kathy Gallagher, Employment and Human Services Director  
Karen Sakata, County Superintendent of Schools  
Mimi Lyster-Zemmelman, Superior Court Representative  
Mark Peterson, District Attorney  
Robin Lipetzky, Public Defender  
Stephen Baiter, Workforce Development Director  
Cynthia Belon, Behavioral Health Director  
Roosevelt Terry, Community Based Organization Representative  
David Twa, County Administrator

**Staff Present:** Timothy M. Ewell, Senior Deputy County Administrator-Committee Staff  
Lara DeLaney, Senior Deputy County Administrator  
Donte Blue, County Reentry Coordinator

1. Welcome / Announcements

***Convene - 8:09 AM***

2. Public comment on any item under the jurisdiction of the Committee and not on this agenda (speakers may be limited to two minutes).

***The Partnership received public comment from the following individuals:***

***1. Joe Partansky***

3. APPROVE Record of Action from the December 4, 2015 meeting.

***Approved as presented***

***Motion: Lipetzky, Second: Gallagher***

***Ayes: Kader, Cantando, Livingston, Levine, Matal Sol, Gallagher, Sakata, Zimmelman, Peterson, Lipetzky, Baiter, Belon, Terry, Twa***

***Noes: None***

***Passed (14-0-0)***

4. 1. ACCEPT report titled "Review of AB 109 Funded Department Performance, prepared by Resource Development Associates (RDA); and
2. PROVIDE feedback to Resource Development Associates and staff regarding report and its recommendations.

***Approved as presented***

***Motion: Lipetzky, Second: Gallagher***

***Ayes: Kader, Cantando, Livingston, Levine, Matal Sol, Gallagher, Sakata, Zimmelman, Peterson, Lipetzky, Baiter, Belon, Terry, Twa***

***Noes: None***

***Passed (14-0-0)***

5. REVIEW and APPROVE a fiscal year 2016/17 AB 109 budget proposal for submission to the Board of Supervisors' Public Protection Committee. (***Executive Committee Vote***)

***The CCP-Executive Committee took numerous votes to provide a recommendation how to fund the FY 2016/17 AB 109 budget. Each vote is outlined below for reference and summary of the funded amounts is attached for reference. The actions of the CCP-Executive Committee below will be forwarded to the Board of Supervisors' Public Protection Committee for review and action:***

- 1. Fund the following department requests, which reflect no monetary increase from the FY 2015/16 Ongoing Budget:***
- a. Behavioral Health - \$2,243,433***
  - b. Detention Health Svcs. - \$1,055,562***
  - c. Workforce Development Board - \$200,000***
  - d. County Administrator - \$450,000***
  - e. CCC Police Chief's Assoc. - \$522,000***

***Motion: Peterson, Second: Livingston.***

***Ayes: Kader, Livingston, Peterson, Cantando, Zimmelman, Lipetzky, Gallagher***

***Noes: None***

***Passed (7-0-0)***

2. *Fund the following department requests, which reflect a monetary increase to existing programs funded in the FY 2015/16 Ongoing Budget:*

- a. *Probation Department - \$2,784,143*
- b. *Pre-Trial Svcs. - \$942,360*

*Motion: Peterson, Second: Gallagher*

*Ayes: Kader, Livingston, Peterson, Cantando, Zimmelman, Lipetzky, Gallagher*

*Noes: None*

*Passed (7-0-0)*

3. *Fund the Sheriff's Office Request (\$7,546,467) and New Funding (\$1,800,000) allocations as presented:*

*Motion: Peterson, Second: Cantando*

*Ayes: Kader, Livingston, Peterson, Cantando, Lipetzky, Gallagher*

*Noes: Zimmelman*

*Passed (6-1-0)*

4. *Fund the Public Defender's Office Request (\$1,195,046) and New Funding (\$228,321) allocations as presented:*

*Motion: Peterson, Second: Livingston*

*Ayes: Livingston, Peterson, Cantando, Zimmelman, Lipetzky, Gallagher*

*Noes: Kader*

*Passed (6-1-0)*

5. *Fund the District Attorney's Office Request (\$1,458,738) allocation as presented:*

*Motion: Kader, Second: Livingston*

*Ayes: Kader, Livingston, Peterson, Cantando, Zimmelman, Lipetzky, Gallagher*

*Noes: None*

*Passed (7-0-0)*

6. *Fund the District Attorney's Office New Funding allocation of \$110,000 for the Ceasefire program:*

*Motion: Peterson, Second: Cantando*

*Ayes: Livingston, Peterson, Cantando*

*Noes: Kader, Zimmelman, Lipetzky, Gallagher*

*Failed (3-4-0)*

7. *Fund the District Attorney's Office New Funding allocation of \$68,059 for one (1) additional Clerk:*

*Motion: Peterson, Second: Cantando*

*Ayes: Kader, Livingston, Peterson, Cantando, Zimmelman, Lipetzky, Gallagher*

*Noes: None*

*Passed (7-0-0)*

8. *Fund the Community Programs Request (\$4,020,036) and New Funding in the amount of \$160,000. The CAB shall determine how best to allocate the additional \$160,000:*

*Motion: Kader, Second: Cantando*

*Ayes: Kader, Livingston, Peterson, Cantando, Gallagher*

*Noes: Zimmelman, Lipetzky*

*Passed (5-2-0)*

9. *Fund the Superior Court New Funding allocation of \$200,405 for Pre-Trial services:*

*Motion: Peterson, Second: Livingston*

*Ayes: Livingston, Peterson, Cantando, Zimmelman, Gallagher*

*Noes: Kader, Lipetzky*

*Passed (5-2-0)*

10. *Do not fund the Superior Court New Funding allocation of \$207,380 for a Veteran's Court:*

*Motion: Livingston, Second: Cantando*

*Ayes: Kader, Livingston, Cantando, Lipetzky, Gallagher*

*Noes: Zimmelman*

*Abstain: Peterson*

*Passed (5-1-1)*

6. Next meeting

*The next meeting will be held on Friday, March 4, 2016 at 8:00 AM.*

7. Adjourn

*Adjourned*

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**AB 109 PUBLIC SAFETY REALIGNMENT PROGRAM**  
**FY 2016/17 SUMMARY OF BUDGET ALLOCATIONS**  
*(as recommended by the CCP-Executive Committee on January 22, 2016)*

as of 1/27/2016

	2015/16	2016/17		2016/17	
	ONGOING	REQUEST	NEW FUNDING	CCP ONGOING	CCP ONE-TIME
<b>PROGRAM EXPENDITURES</b>					
<b>Sheriff</b>					
Salaries & Benefits	5,827,782	5,983,717	-	5,983,717	-
Inmate Food/Clothing/Household Exp	456,250	456,250	-	456,250	-
Monitoring Costs	55,000	55,000	-	55,000	-
IT Support	40,000	40,000	-	40,000	-
Vehicle Maintenance/Depreciation	48,000	-	-	-	-
Behavioral Health Court Operating Costs	80,500	80,500	-	80,500	-
Transport Bus Maintenance	79,032	-	-	-	-
"Jail to Community" Program	200,000	200,000	-	200,000	-
Inmate Welfare Fund re: FCC Ruling		731,000	-	731,000	-
16/17 WCDF Capital Projects		-	1,800,000	-	1,800,000
<b>Sheriff Total</b>	<b>6,786,564</b>	<b>7,546,467</b>	<b>1,800,000</b>	<b>7,546,467</b>	<b>1,800,000</b>
<b>Probation</b>					
Salaries & Benefits	2,459,421	2,489,970	-	2,489,970	-
Operating Costs	223,597	294,173	-	294,173	-
<b>Probation Total</b>	<b>2,683,018</b>	<b>2,784,143</b>	-	<b>2,784,143</b>	-
<b>Behavioral Health</b>					
Salaries & Benefits	827,352	827,352	-	827,352	-
Operating Costs	91,205	97,533	-	97,533	-
Contracts	1,315,858	1,285,900	-	1,285,900	-
Vehicle Purchase and Maintenance	9,018	22,448	-	22,448	-
Travel	-	10,200	-	10,200	-
<b>Behavioral Health Total</b>	<b>2,243,433</b>	<b>2,243,433</b>	-	<b>2,243,433</b>	-
<b>Health Services--Detention Health Services</b>					
Sal & Ben-Fam Nurse, WCD/MCD	180,324	180,324	-	180,324	-
Salaries & Benefits-LVN, WCD	283,376	283,376	-	283,376	-
Salaries & Benefits-RN, MCD	475,004	475,004	-	475,004	-
Sal & Ben-MH Clinic. Spec., WCD/MCD	116,858	116,858	-	116,858	-
<b>Detention Health Services Total</b>	<b>1,055,562</b>	<b>1,055,562</b>	-	<b>1,055,562</b>	-
<b>Public Defender</b>					
Sal & Ben-Clean Slate/Client Support	209,000	239,689	77,241	316,930	-
Sal & Ben-ACER Program	665,000	697,958	-	697,958	-
Sal & Ben-Reentry Coordinator	250,000	257,399	-	257,399	-
Sal & Ben-Failure to Appear (FTA) Program	-	-	151,080	151,080	-
<b>Public Defender Total</b>	<b>1,124,000</b>	<b>1,195,046</b>	<b>228,321</b>	<b>1,423,367</b>	-
<b>District Attorney</b>					
Salaries & Benefits-Victim Witness Prgrm	87,434	87,434	-	87,434	-
Salaries & Benefits-Arraignment Prgrm	592,516	592,516	-	592,516	-
Salaries & Benefits-Reentry/DV Prgrm	606,169	606,169	-	606,169	-
Salaries & Benefits-ACER Clerk	89,624	89,624	-	89,624	-
Salaries & Benefits-Add (1) Gen'l Clerk	-	-	68,059	68,059	-
Ceasefire Coordinator Program	-	-	110,000	-	-
Operating Costs	82,995	82,995	-	82,995	-
<b>District Attorney Total</b>	<b>1,458,738</b>	<b>1,458,738</b>	<b>178,059</b>	<b>1,526,797</b>	-
<b>Employment &amp; Human Services</b>					
Data Collection/Evaluation	40,000	-	-	-	-
<b>EHSD Total</b>	<b>40,000</b>	-	-	-	-
<b>EHSD-- Workforce Development Board</b>					
Salaries & Benefits	196,000	196,000	-	196,000	-
Travel	4,000	4,000	-	4,000	-
<b>EHSD-WDB Total</b>	<b>200,000</b>	<b>200,000</b>	-	<b>200,000</b>	-
<b>County Administrator</b>					
Salaries & Benefits	225,000	225,000	-	225,000	-
Data Collection/ Program Review	225,000	225,000	-	225,000	-
<b>CAO Total</b>	<b>450,000</b>	<b>450,000</b>	-	<b>450,000</b>	-
<b>CCC Police Chief's Association</b>					
Salaries and Benefits-AB109 Task Force	522,000	522,000	-	522,000	-
<b>CCC Police Chiefs' Total</b>	<b>522,000</b>	<b>522,000</b>	-	<b>522,000</b>	-
<b>Pre-Trial Services Program (Probation/Public Defender)</b>					
Salaries & Benefits-Probation	751,717	719,322	-	719,322	-
Salaries & Benefits-Public Defender	138,002	147,541	-	147,541	-
Operating Costs	10,281	75,497	-	75,497	-
<b>Pre-Trial Total</b>	<b>900,000</b>	<b>942,360</b>	-	<b>942,360</b>	-
<b>Community Programs</b>					
Employment Support and Placement Srvcs	2,000,000	2,000,000	200,000	2,000,000	-
Implementation of (3) One-Stop Centers	1,200,000	1,225,036	59,964	1,225,036	-
Short and Long-Term Housing Access	500,000	500,000	500,000	500,000	-
Peer and Mentoring Services	100,000	110,000	-	110,000	-
Development of a "Re-entry Resource Guide"	15,000	15,000	-	15,000	-
Legal Services	80,000	80,000	70,000	80,000	-
Family Reunification	100,000	90,000	-	90,000	-
COLA (Program Allocation TBD)	-	-	-	160,000	-
<b>Community Programs Total</b>	<b>3,995,000</b>	<b>4,020,036</b>	<b>829,964</b>	<b>4,180,036</b>	-
<b>Superior Court</b>					
Salaries and Benefits - Veteran's Court	-	-	207,380	-	-
Salaries and Benefits - Pretrial	-	-	200,405	200,405	-
<b>Superior Court Total</b>	-	-	<b>407,785</b>	<b>200,405</b>	-
<b>TOTAL EXPENDITURES</b>	<b>21,458,315</b>	<b>22,417,785</b>	<b>3,444,129</b>	<b>23,074,570</b>	<b>1,800,000</b>

**Notes:**

1. "Ongoing" column includes the FY 2015/16 approved budget for ongoing expenditures (non one-time)
2. "Request" column includes FY 2016/17 requests for budget increases to existing programs at current staffing levels.
3. "New Funding" column includes FY 2016/17 requests for new programs, expansion of existing programs and one-time capital costs.
4. "CCP Ongoing" column includes FY 2016/17 budget allocations for ongoing expenditures recommended by the CCP-Executive Committee on January 22, 2016.
5. "CCP One-Time" column includes FY 2016/17 budget allocations for one-time expenditures recommended by the CCP-Executive Committee on January 22, 2016.

**County of Contra Costa**  
**OFFICE OF THE COUNTY ADMINISTRATOR**  
**MEMORANDUM**

**COMMUNITY CORRECTIONS PARTNERSHIP**

**4.**

**Meeting Date:** 03/04/2016  
**SUBJECT:** PRESENTATION ON CONTRA COSTA COUNTY ASSET MAPPING REPORT  
COORDINATED BY WORKFORCE DEVELOPMENT BOARD  
**FROM:** Stephen Baiter, Workforce Development Board Director  
**DEPARTMENT:** Employment & Human Services

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**RECOMMENDATION:**

RECEIVE presentation on the Contra Costa County Asset Mapping Final Report sponsored by the Workforce Development Board.

**BACKGROUND:**

This item brings forward a presentation of the work commissioned by the Workforce Development Board (WDB) of Contra Costa County to complete a community asset mapping and an environmental scan of resources that the WDB will be doing in order to more effectively implement the 2013-2017 strategic plan and operationalize activities under the Workforce Innovation & Opportunity Act (WIOA)..

In July 2013, on behalf of the Contra Costa County Board of Supervisors, the WDB submitted its local five-year strategic plan to the California Workforce Development Board (CWDB). The CWDB subsequently approved the plan and the WDB was recertified as a Local Workforce Investment Board in October 2013, and in February 2014 the WDB received "high-performing" status, a designation that was largely based upon the strategic plan itself. Within that plan was an identified strategy to develop a needs assessment and opportunity scan of community assets, resources, and programs in the county.

The asset-mapping work supports multiple elements within the WDB's 2013-2017 Strategic Workforce Development Plan as submitted to the California Workforce Investment Board (CWIB) on July 1, 2013:

**Business Services**

- **Objective 3.4:** Support the development and evolution of regional workforce and economic development networks in California's regions to address workforce education and training priorities.
  - **Strategy 3.4.1:** Work with key partners to organize and develop an East Bay workforce intermediary network to more effectively link, align, and leverage funding and other resources that meet the needs of businesses in the region.

**Adult Strategies**

- **Objective 4.3:** Increase the number of underprepared job seekers and displaced workers who enter and successfully complete education/training in demand industries.
  - **Strategy 4.3.2:** Work with partners from education, CBOs, and other entities to provide a wide range of training options for under-prepared job seekers and displaced workers.

**Youth Strategies**

- **Objective 5.1:** Broaden the scope of the WDB Youth Council and move from serving primarily as a regulatory committee of the Workforce Development Board to pursue a broader, strategic agenda.
  - **Strategy 5.1.2:** Participate in conducting a needs assessment and opportunity scan of the county, and together with system partners, provide regular reports to policy makers and the public on factors affecting successful youth transition in the county.

Additionally, this work aligns with the following Agreements of Principle and Practice in the Community Corrections Partnership AB 109 Operational Plan:

**Agreements of Principle:**

2. Foster successful reintegration of individuals back into the community
3. Coordinate efforts to reduce duplication and increase efficiency
6. Maximize public and private partnerships in all phases of implementation
7. Maximize interdepartmental and intergovernmental collaborations and partnerships at all phases of implementation

**Agreements of Practice:**

4. Share assessment tools and methods and, as appropriate, develop coordinated use of tools, data systems and protocols across programs and agencies
5. Strive to ensure that the service delivery network has adequate capacity to supply services to meet the needs of the AB 109 populations

**DISCUSSION:**

Today, WDB staff will present findings and highlights from the research that was completed on the asset-mapping project and offer it to the CCP to use this tool and the data elements to help inform current and future strategies for enhancing the workforce development ecosystem in Contra Costa County and the broader East Bay region.

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**Attachments**

[Contra Costa County Asset Mapping Report, Fall 2015](#)

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# Contra Costa County Asset Mapping

Final Report

Fall 2015

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## I. EXECUTIVE SUMMARY

**The overall goal of the asset mapping project is to collect and analyze data on the broader workforce development ecosystem in Contra Costa County to better inform strategic planning efforts, collaboration and convening initiatives, and overall public workforce system investments to improve outcomes for jobseekers and businesses.**

The purpose of the Contra Costa County Asset Mapping project is to provide further strategic planning efforts by identifying what regional assets exist countywide, potential gaps in delivery services in structures and strategies, and opportunities to better align workforce assets to increase system throughputs and performance.

The Contra Costa County Workforce Development Board (CCCWDB) and Employment and Human Services Department (EHSD) set a goal to conduct a community asset mapping project that would develop a comprehensive inventory and geographical maps of the broader workforce development system and services in the region.

In pursuit of these goals, these agencies contracted Public Consulting Group, Inc. (PCG) to support in regional data collection and analysis. PCG interviewed representatives from organizations and conducted research on organizations that were identified as part of the broader workforce development system, adding data from the U.S. Census, California Employment Development Department, and Economic Modeling Specialists Intl. (EMSI) to provide employment and demographic data context.<sup>i ii iii</sup> Interviews included basic questions about the organization, including address, contact information, target population, funding, and services the organization provides.

This report details the project's process, data collection methodology, analysis, and key findings identified for regional stakeholders and funding entities to consider when planning the next generation of the Contra Costa County workforce development service delivery system. Resulting recommendations are listed on the following page. Detailed descriptions can be found in section V. *Summary and Recommendations*.



Figure 1

## Recommendations

- 1) Build capacity throughout each point of the employment services continuum, especially in intake/assessment and job placement, to develop a comprehensive pipeline that leads to gainful employment
- 2) Enhance the capacity of assets serving Contra Costa County to be responsive to the trends, needs, and demands of the region
- 3) Construct pipelines and partnerships to assets outside of Contra Costa County, especially in Alameda County
- 4) Consider demographics and the aggregate totals of assets that serve each targeted population when funding capacity building for both local assets and the One-Stop system
- 5) Enhance the capacity of existing multi-service centers and develop new ones by aligning existing single-service centers
- 6) Bridge the gap between education and employment, increasing joint efforts between community colleges and workforce development in providing access to student jobseekers and engaging employers
- 7) Align youth service investments to mirror youth population densities and youth needs, especially in the East subregion
- 8) Partner in a deeper, more meaningful way with the foundation community and non-traditional and discretionary funding streams
- 9) Conduct a countywide study of local employers, anchor institutions, commute patterns, and migration patterns to investigate and prepare for local employment needs and trends
- 10) Employ innovation and technology to increase access and fill gaps in capacity, both inside and outside of the County

## II. PROJECT METHODOLOGY

### a. Data Collection

**PCG used primary source interviews, online research, and selected data from Contra Costa Crisis Center to document and map the broader workforce development system in Contra Costa County.**

CCCWDB leadership also provided a list of interviewees referred to as “subject matter experts,” representatives from local organizations whom they believed could provide insight and personal experience with the workforce development system in the County. Then, through chain-referral sampling, or “snowball sampling,” PCG conducted quantitative and qualitative interviews, either face-to-face or over the phone, with high-level representatives and/or online research of over 250 workforce development service sites.

Each interviewee was asked a series of quantitative questions regarding their organization’s contact information, target populations, and services provided among other data points. Interviewees were also asked a series of open-ended qualitative questions regarding their organization’s mission, role, strategic partners, and initiatives as related to the broader workforce development system. This pronged approach provided the research team with the quantitative data needed to develop a thorough inventory of the workforce services in the County, while the qualitative responses informed the understanding of the broader system, identified opportunities to drive alignment initiatives, identified potential service gaps, and helped formulate the recommendations.

2-1-1 Community Services Data

Qualitative Interviews

Online Research

#### *The “broader workforce development system”:*

**The collection of employment services, vocational education and training assets, supportive service providers, and other assets that all work towards the common goal of investing in human capital development.**

At the end of each interview, respondents provided a list of their partners in the workforce development space, which served as leads for the next round of interviews with service providers across the county. By beginning this snowball sampling methodology with the foundation of the publicly-funded workforce development system (One-Stop centers, Community Colleges, etc.), the network of alignment and partnerships currently in place across Contra Costa County could be documented.

Data from Contra Costa Crisis Center (the organization that maintains the 2-1-1 repository of countywide services, programs, and organizations) supplemented the interviews. PCG cross-referenced the 269 assets provided by the 2-1-1 data and found that only 127 of them were unique, original organizations (many were mentioned multiple times in that they offer multiple types of services).

PCG cross-walked the service and program codes used by Contra Costa Crisis Center into four categories that make up the broader workforce development system, which is defined as “the collection of employment services, vocational education and training assets, supportive service providers, and other assets that all work towards the common goal of investing in human capital development.” In the end, PCG identified many more assets than those provided by the 2-1-1 data, documenting 440 service sites in total.



In total, 440 service sites were documented in an MS ACCESS inventory and analyzed using Geographic Information Systems (GIS) mapping technology. PCG grouped service sites into four key categories: 1) Employment Services, 2) Vocational Education and Training, 3) Supportive Services, and 4) Other Assets.

Figure 2



Service sites identified through interviews, research, and/or Contra Costa Crisis Center data that fit into one or more of the four categories listed above were included in the Contra Costa County Inventory of Workforce Development Services MS Access Database. Please note that these categories are not mutually exclusive; service sites that provide more than one category of service are included in each category, defining what will later be referred to as “multi-service” centers. Figure 3 provides descriptions of each category and examples of their services.

Figure 3

Employment Services	Vocational Education and Training	Supportive Services	Other Assets
<p><b>Description:</b></p> <p>Service providers that form the foundation of the workforce development service delivery system.</p>	<p><b>Description:</b></p> <p>Organizations that provide basic workforce-oriented education and training, offer subsidies for those seeking vocational education and training, and support education and training activities.</p>	<p><b>Description:</b></p> <p>Service sites that provide necessary support for individuals to achieve and retain meaningful employment.</p>	<p><b>Description:</b></p> <p>All other workforce assets with which the broader workforce development system in is currently aligning and/or has an opportunity to leverage more strategically.</p>
<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Assistance Accessing Public Benefits and Work Support</li> <li>• Case Management Services</li> <li>• Individual Assessments</li> <li>• Job Placement Services</li> <li>• Job Readiness Training (Resume writing assistance, interview skills, etc.)</li> <li>• Soft Skills Building (Networking, conflict resolution, stress management, etc.)</li> <li>• Entrepreneurial/Small Business Development Services</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Basic Skills Training (GED, computer literacy, ESL, etc.)</li> <li>• Asset building/financial literacy (Personal budgeting, tax assistance, etc.)</li> <li>• Training that leads to industry recognized credential/degree</li> <li>• Training that does not lead to industry recognized credential/degree</li> <li>• Other vocational education and training services (Educational tutoring, internships, ex-offender re-entry programs, etc.)</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Child Care Providers and Subsidies</li> <li>• Transportation</li> <li>• Work Clothing</li> <li>• Books</li> <li>• Health Care</li> <li>• Legal Resources</li> <li>• Emergency Food</li> <li>• Shelter</li> <li>• Other supportive services (Counseling, career and college support, job accommodation services, etc.)</li> </ul>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Community Facilities/Centers</li> <li>• Advocacy/Research Groups</li> <li>• Foundations and Grant-funding Organizations</li> <li>• Chambers of Commerce</li> <li>• Youth Programs (After school programs, religious education programs, volunteering opportunities)</li> <li>• Senior Services</li> <li>• Crisis Services</li> <li>• Organizations offering referrals</li> <li>• Health and Wellness/Recreation Programs</li> </ul>

This database was used as the foundation of a series of GIS maps to overlay the region's service sites with respect to the County's public transportation opportunities, economic development strategies, and poverty levels as defined by the 2010 US Census and 2009-2013 American Community Survey 5-Year Estimates. ***Thus, the strategic recommendations and analysis in this report can be further explored and readily implemented through the usage of the inventory and corresponding reports found in the MS Access Database.*** Figure 4 below lays out each data source, its description, and its purpose in this project.

**Figure 4**

SOURCE	DESCRIPTION	PURPOSE
<b>PCG Asset Mapping Project Interviews</b>	Quantitative/qualitative	1) Populate the inventory of services and GIS maps of the service providers that make up the broader workforce development system 2) Provide qualitative information to help PCG better understand the linkages, roles, and opportunities that currently exist in Contra Costa County's workforce development system
<b>Contra Costa Crisis Center Data</b>	Quantitative	Analyze and code service provider data from Contra Costa Crisis Center to match specific workforce development assets categories
<b>Online Research</b>	Quantitative/qualitative	Research online websites of organizations that did not participate in an interview
<b>EMSI Analyst*</b>	Reference data	Collect supportive data on local demographics and industries
<b>2010 Census Data and American Community Survey 5 Year Data (2009-2010)</b>	Reference data	Collect varied demographic data to map data layers by census tract in Contra Costa County

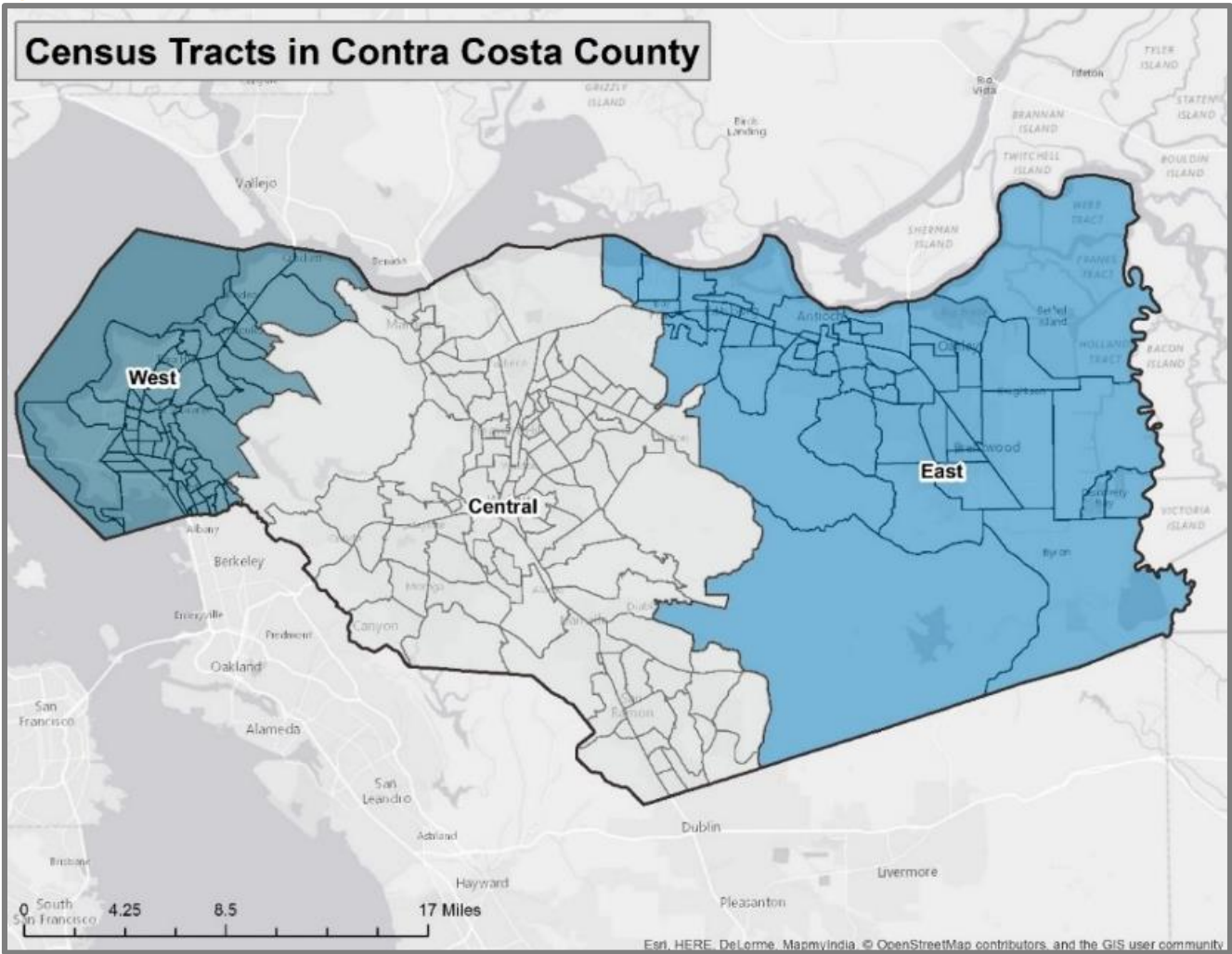
\*EMSI uses over 90 Federal, State, and Private data sources. This project primarily accessed U.S. Census Bureau data (ACS), Bureau of Labor Statistics (CPS/CES/OES), and Equifax business level data.

While the research team thoroughly documented the broader workforce development system in Contra Costa County, some data collection challenges existed. Despite multiple phone calls and voicemails, many service providers identified through the chain-referral sampling methodology were not reachable for primary quantitative and qualitative interviews. In those instances, Contra Costa Crisis Center data, validated via the organization's website, was used to ensure these organizations were appropriately represented in the inventory.

b. Workforce Subregions in Contra Costa County

Much of the analysis in this report is conducted through the perspective of subregions contained by Contra Costa County. The use of subregions provides a mechanism through which regional analysis can break down the large population of 1,049,025 people within Contra Costa County. To provide a glimpse into subregional makeups, the list of cities in Figure 5 make up the West, Central, and East subregions of the County. Being that census data was used in this study, some cities crossed over multiple regions, as did their census tracts.

Figure 5



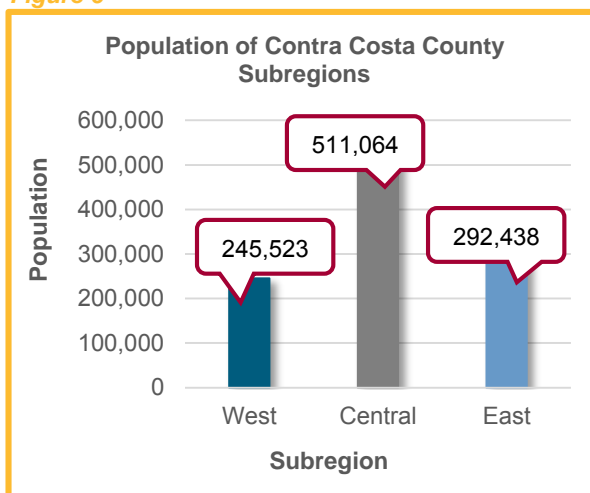
West	Central	East
<div>Richmond</div> <div>San Pablo</div> <div>Hercules</div> <div>Pinole</div> <div>El Cerrito</div>	<div>Danville</div> <div>Walnut Creek</div> <div>San Ramon</div> <div>Pleasant Hill</div> <div>Clayton</div> <div>Martinez</div> <div>Concord</div> <div>Lafayette</div> <div>Orinda</div> <div>Moraga</div> <div>Richmond</div> <div>(Primarily in West)</div> <div>Hercules</div> <div>(Primarily in West)</div> <div>Pittsburg</div> <div>(Primarily in East)</div>	<div>Pittsburg</div> <div>Antioch</div> <div>Clayton</div> <div>(Primarily in Central)</div> <div>Oakley</div> <div>Brentwood</div> <div>Concord</div> <div>(Primarily in Central)</div>

Figure 5 maps these subregions and their census tracts, while Figure 6 shows the population distribution in Contra Costa County with respect to each subregion. Much of this report's analysis is based on the relative density of workforce assets that provide specific services and/or target specific populations with respect to the number of people living in the West, Central, and East subregions.

In examining these subregions more closely, census tracts were employed to garner local data figures. 208 census tracts make up Contra Costa County. Figure 6 demonstrates how subregional populations were calculated by grouping census tract data.

In addition, it was found that each subregion differs in poverty rates – with the estimated percentage of individuals below the poverty level reaching double digits in the West and East subregions.<sup>iv</sup>

Figure 6

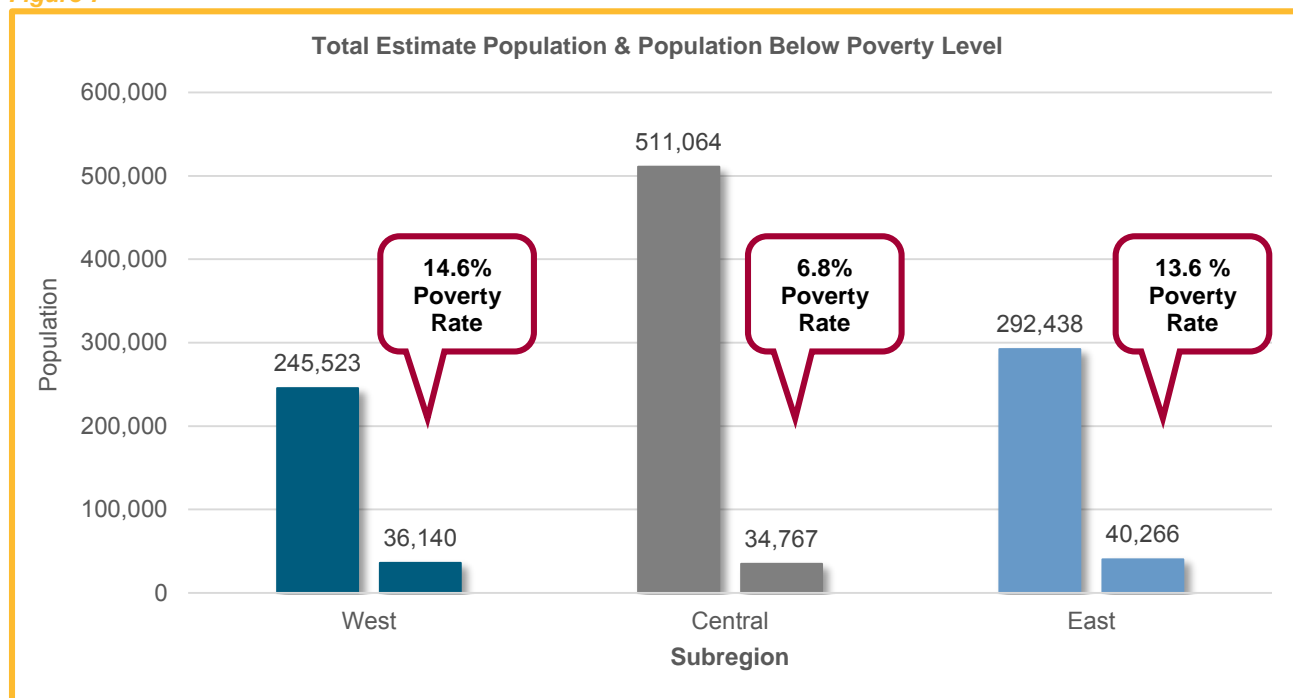


### Investment Strategy

Strategies in the West and East must be geared toward serving individuals based on need.

Figure 7 demonstrates that the West subregion has the smallest total population but the highest poverty rate (14.6%). However, the East subregion is not far behind, at 13.6%.

Figure 7



### III. MAPPING AND ANALYSIS OF REGIONAL WORKFORCE DEVELOPMENT ASSETS

A region's workforce development system is composed of service providers and organizations, both publicly and privately funded, that work together to engage, train, and support individuals in multiple stages of their career development. The Contra Costa County One-Stop Career Centers are the backbone of the County's publicly funded workforce service delivery system.

While the County has experienced much growth and success in many ways, the traditional employment structure is facing increasing demands, caused by a growing skills gap for 21st century jobs, stubbornly high unemployment rates, higher performance requirements, public sector austerity, and decreased funding. Service providers across the county are being asked to do more with less.

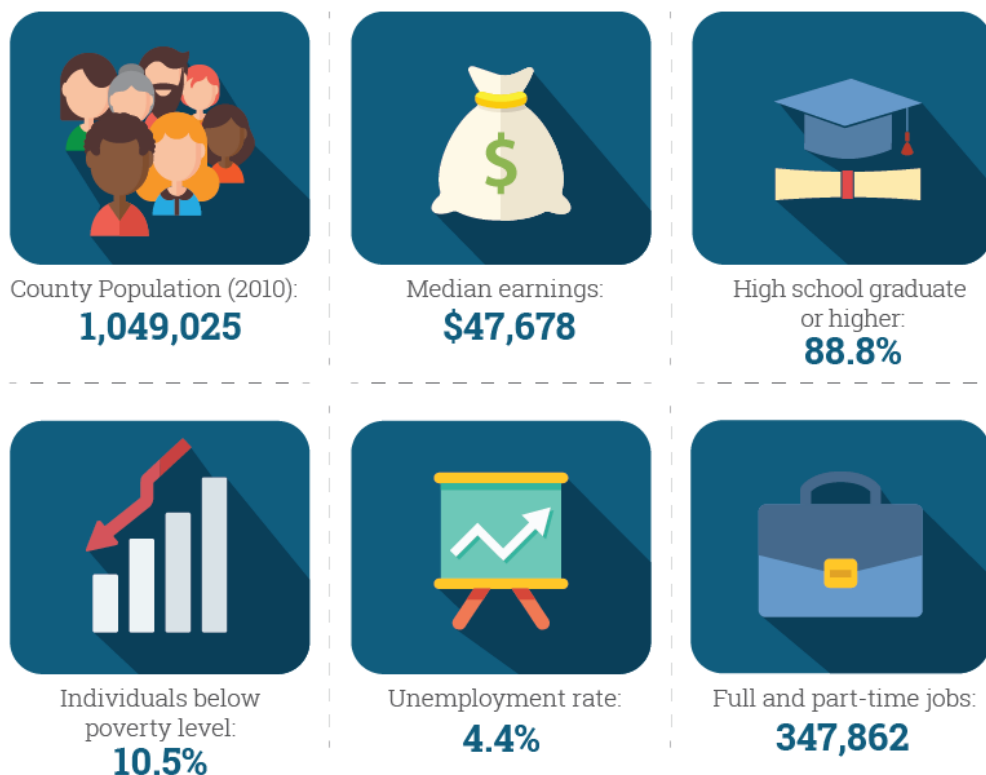
To meet this challenge, the entities that make employment service investment decisions in the County must think strategically about how they can garner the maximum Return on Investment (ROI) for each public dollar spent. This section provides an analysis of the workforce assets in Contra Costa County, both in aggregate and by subregion, identifying specific opportunities to leverage and align assets and strategies to garner greater community impact.

#### a. All of Contra Costa County

Contra Costa County and its neighbor, Alameda County, are collectively referred to as the "East Bay" and cover 1,450 square miles to the east of the San Francisco Bay. **Error! Bookmark not defined.** The region as a whole is quite diverse, both in its population makeup and industry sector representation (including biomedical technology and alternative energy). Access to the Bay Area's Interstate freeway network and Bay Area Rapid Transit (BART) systems helps define the East Bay's central location – it is close to metropolitan and business-focused areas, while offering a good quality of life. This section analyzes the County's workforce assets and their: service mix and public transportation; category and subregion; the employer service continuum; and targeted populations.

Figure 8

#### Contra Costa County by the Numbers<sup>i iv iii</sup>



## SERVICE MIX AND PUBLIC TRANSPORTATION

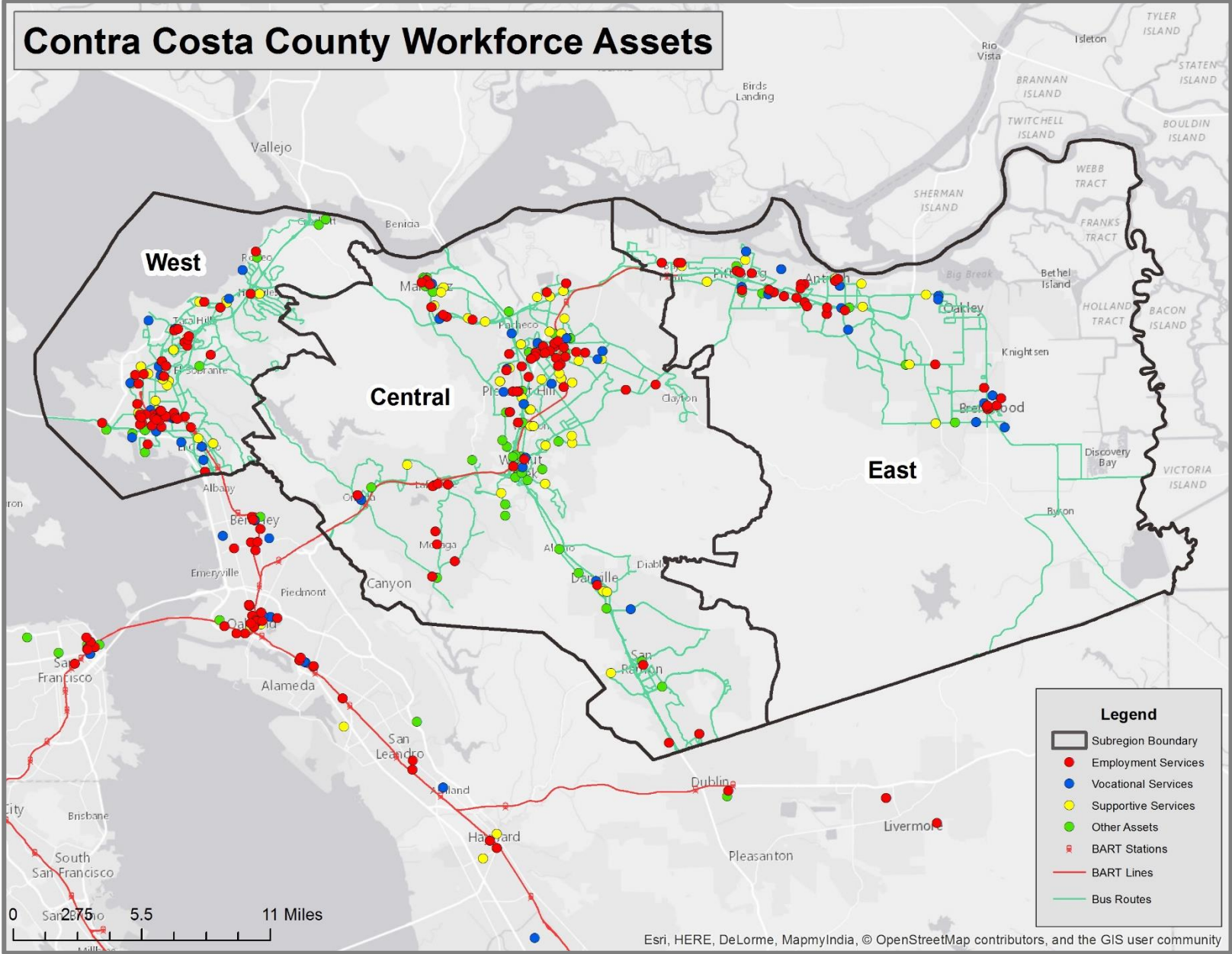
349 assets within in the County were identified as providers of a large distribution of services which support the County's 1,049,025 residents. The countywide map shown in Figure 9 shows the distribution of these assets by workforce asset category. This map shows the highest density of assets in the Central subregion, with a large concentration of services in the Pleasant Hill and Concord areas.

The overlay of BART and public bus routes shows that the vast majority of assets are connected to major population centers, both within the County and in San Francisco and Oakland. However, in the West, as one travels northeast out of Richmond, the concentration of services begins to thin. The same instance takes place as one travels south, northwest, or northeast out of Concord. The East subregion experiences this thinning on an even larger scale and has limited access to public transportation infrastructure, as BART reaches only as far as Pittsburg/Bay Point. This not only isolates the East from the rest of the County – it also cuts off the subregion from the neighboring Alameda County, where many workforce service assets and employers reside.

**An uneven distribution of assets and lack of consistent public transportation infrastructure creates challenges to reach those who need services.**



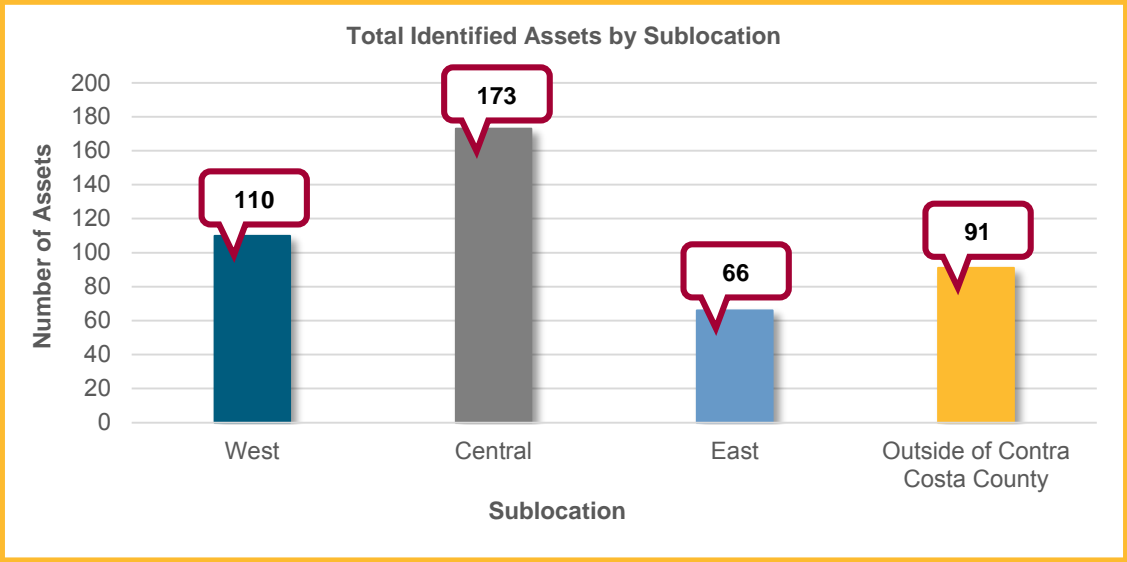
Figure 9





The largest concentration of assets are found within the following cities in Contra Costa County: Antioch, Concord, Martinez, Pittsburg, Pleasant Hill, Richmond, and Walnut Creek. Not surprisingly, a large amount of assets which provide services in Contra Costa County and/or contribute to the County's workforce development system are located outside of the County, in Oakland and in San Francisco.

Figure 10



Of these 440 assets, 349 are located in/originate from Contra Costa County and 91 are located outside of the County – meaning that in regards to assets that are located within the County that serve the County's population, there are approximately 3.3 assets per 10,000 people. Diving deeper into this countywide distribution of services, Figure 11 shows the total number of workforce assets, per subregion, with respect to the population of each subregion.

**349 assets**

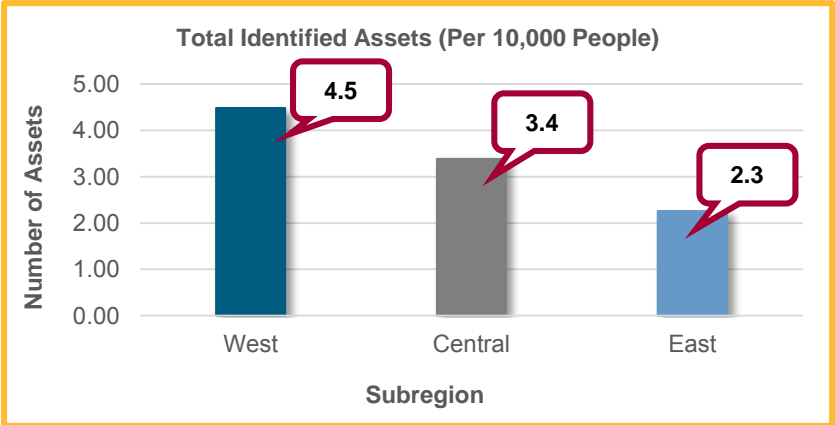
Located inside Contra Costa County

**91 assets**

Located outside Contra Costa County

Even when controlling for subregional population differences, the West subregion has a higher density of assets than both the Central and East subregions, though it is smallest in geographic size. This measures the volume of service sites with respect to the "universal customer," or general public population eligible for low-intensity, core employment services.

Figure 11



These findings presents key opportunities in target investment strategies:

### *Investment Strategy*

The West subregion has a higher volume of workforce assets and service sites in a smaller geographic area, creating an opportunity for funding entities to strategically convene, align, and leverage these assets to serve common customers.

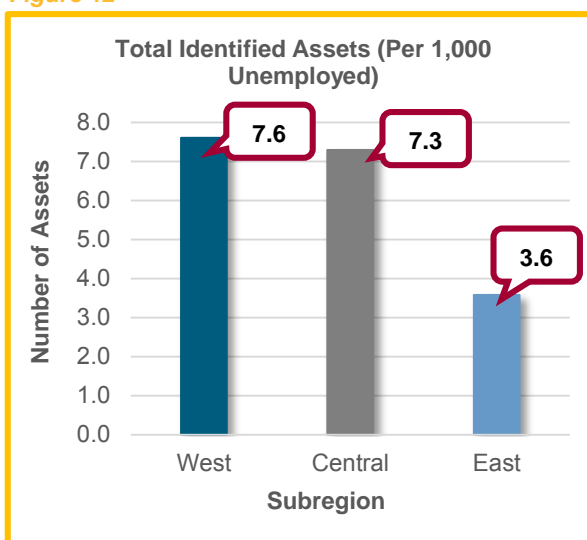
The lower density of workforce assets in the Central and East subregions suggests that funding entities may garner the most ROI by building the capacity of existing local organizations to serve more people more effectively.

In addition to providing core services for any Contra Costa County resident who enters a local One-Stop Career Center or partner access point, the system must offer additional services to populations that are “hard to serve” and that meet specific eligibility requirements, such as low-income and/or unemployed individuals. These needs-based requirements serve to focus service investments towards individuals, communities, and subregions that need them the most.

Figure 12 shows the dissemination of workforce assets based on subregional need in the County, with the number of unemployed persons serving as a proxy for the demand of intensive workforce services.

When analyzing the volume of workforce assets by need, the West subregion ranks highest with 7.6 workforce assets per 1,000 unemployed persons, followed by the Central subregion with 7.3 assets, and lastly, the East subregion with 3.6 assets.

**Figure 12**

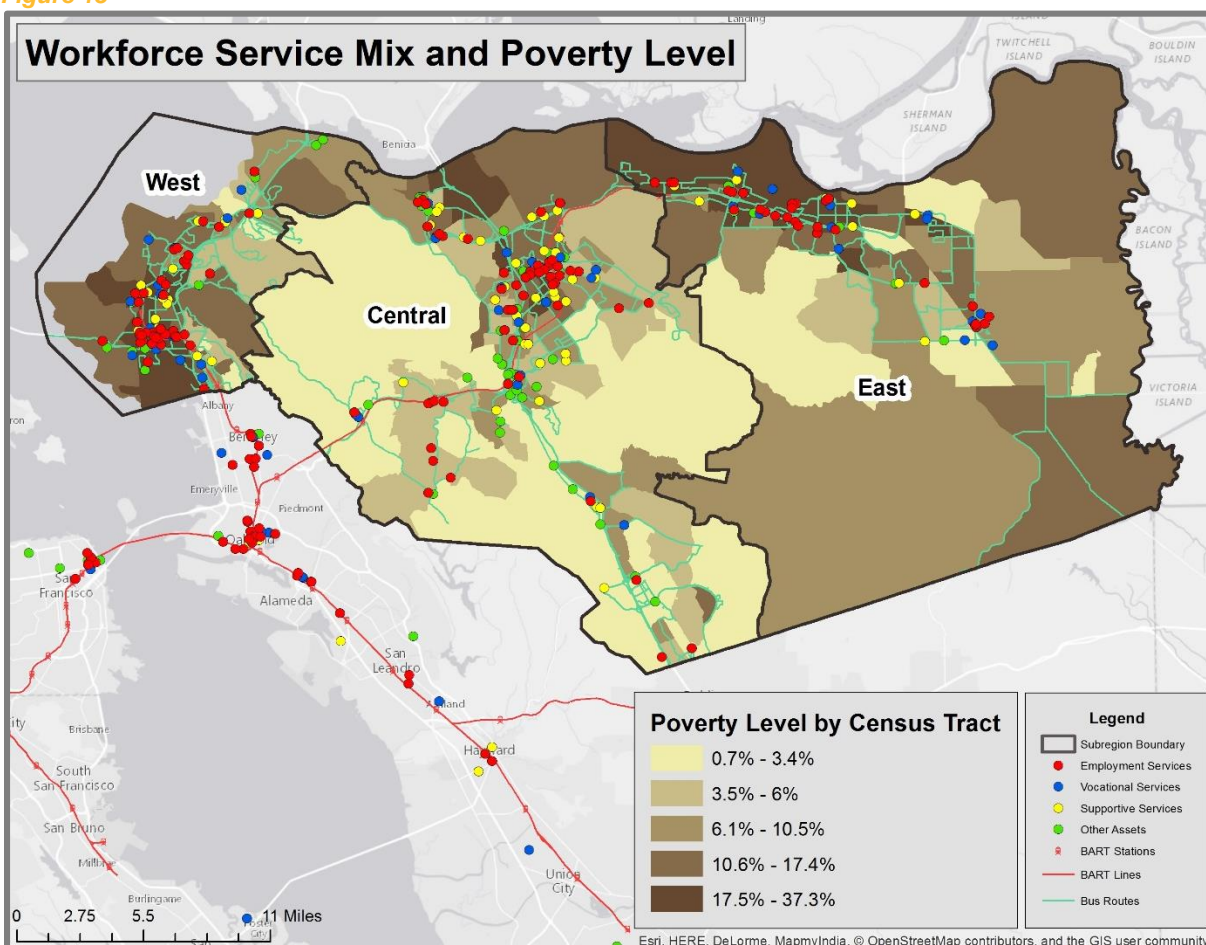


This pattern generally mirrors the subregional totals of assets based on population in that the West subregion has the largest amount and the East subregion has the smallest amount. However, the Central region has a similar number of assets to the West’s total assets with respect to community need, while the East subregion is very much lacking in comparison.

### **Over 13% of people in the West and East subregions live below the poverty line.**

Furthermore, it is clear that immense levels of poverty are concentrated in the West and East subregions (14.6% and 13.6% below poverty level, respectively). In the West, assets are concentrated in the Richmond area, which has an incredibly high level of poverty. The Central subregion’s highest concentrations of assets are in Concord, which has deep pockets of poverty, whereas there are very few assets in northeast Martinez, which is immensely impoverished (over 17.5%). The subregion with the fewest assets, the East, has high levels of poverty across the area, from Bay Point to Brentwood, and includes areas that are impoverished (over 10.6%) that have zero or few assets.

Figure 13



### Investment Strategy

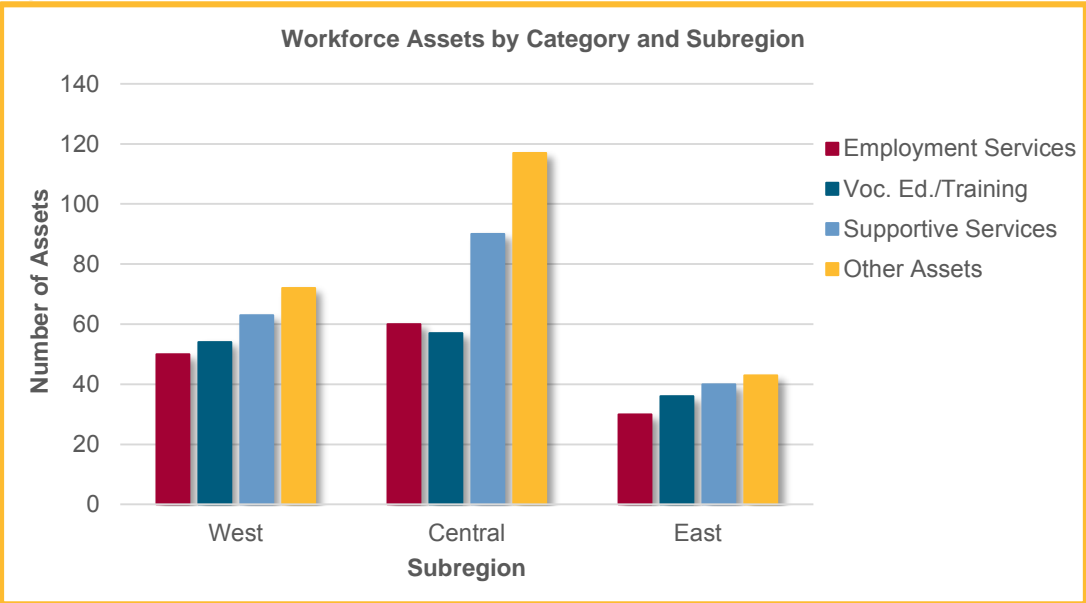
The West and Central subregions have the highest density of workforce assets with respect to community need, presenting a strong opportunity to drive alignment strategies to increase the subregion's throughput.

The East subregion has the fewest number of workforce assets per universal customer and per unemployed individual. Strategies could be implemented to increase the capacity of these assets and/or construct stronger connections with other assets in the other subregions and outside of the county to serve more customers.

# CATEGORY AND SUBREGION

While the volume and density of workforce assets in each subregion inform high-level investment strategies and areas of focus for funding entities, a deeper analysis into the types of assets and service sites in the region helps determine potential overlapping services, gaps, and opportunities to align like-services that serve common target populations. As defined in section II. *Project Methodology*, the research team assigned categories to each asset based upon the service(s) that the organization provides. Figure 14 shows the breakdown of categorical service providers in each subregion. Once again, these categories are not mutually exclusive, as many organizations provide services that fall into more than one asset type.

Figure 14



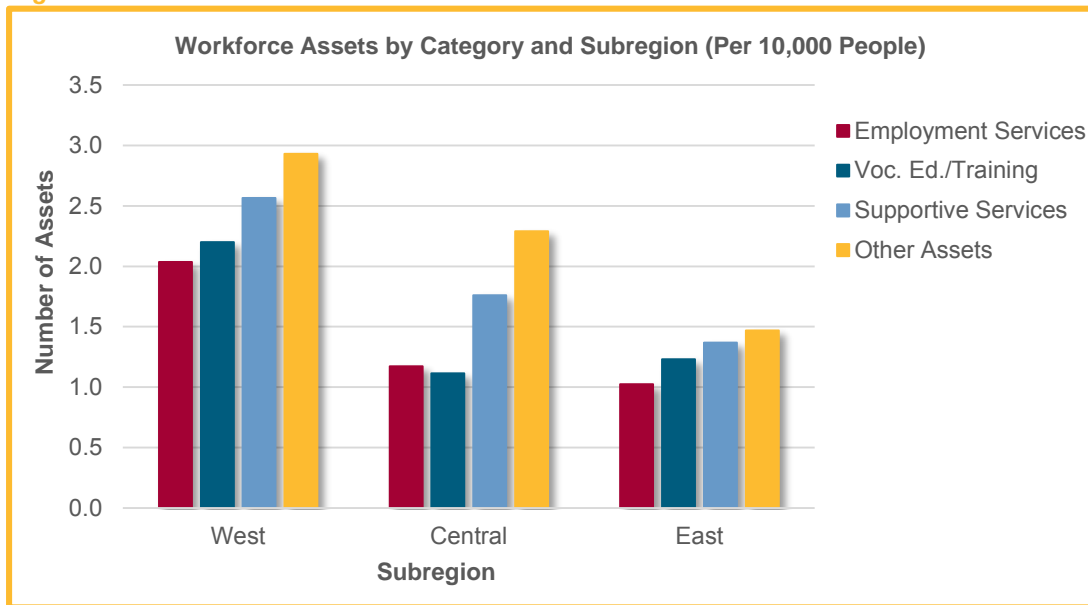
The West and Central subregions have the highest density of assets in different categories, while the East subregion consistently has the lowest densities across the asset categories. This slightly changes when accounting for subregional populations. Figure 15 shows the breakdown of categorical service providers in each subregion and controls for subregional populations, showing that the West subregion in fact has the highest density of services per its population.

Across all three subregions, there is a higher relative density of supportive services and other assets than the other asset categories. The large presence of other assets may be attributed to the data categorization, as many organizations reported having “other” assets in addition to those that fell into one of the other three prescribed categories.

**The East subregion has the lowest densities of assets in every asset category.**

In examining the subregions independently, and taking into account subregional populations, various disparities emerge across the subregions. The West subregion’s density of employment and vocational education and training services are similar (2.0 and 2.2 assets per 10,000 people, respectively). The Central subregion is the only subregion with slightly more employment services (1.2) than vocational education and training (1.1). Additionally, in the Central subregion, when comparing these two categories to supportive services and other assets, there is a roughly 40% increase from the density of vocational education and training to that of supportive services. The East subregion is fairly evenly distributed, with its lowest density in employment services (1.0) and highest in other assets (1.5).

Figure 15



Compared to the West, the Central and East subregions have smaller densities of assets for their populations.

In the comparing subregions' densities, it is evident that the Central and East subregions have significantly smaller densities of employment services and vocational education and training, nearly half of those densities in the West. The East subregion also has nearly half of the "other assets" than the West subregion has. These findings support the following investment strategy:

#### Investment Strategy

A heavier investment on employment services and vocational education and training in the Central and East subregions may better align services and increase the system's impact. There is a need to increase capacity of employment services and vocational education and training in the Central and East subregions.

There is only one community college in the West subregion (Contra Costa College), whereas the other subregions have two (Diablo Valley College and its San Ramon Campus in the Central; Los Medanos College and its Brentwood Center in the East). These institutions are resources that may be leveraged in providing greater access and opportunities for vocational education and training. Greater ties to providers in Alameda County can also be built and sustained to provide a pipeline of services into Contra Costa County's more distant subregions, Central and East.

## THE EMPLOYMENT SERVICE CONTINUUM

The map cataloguing the county's service mix (Figure 9) shows a large number of workforce assets dispersed across the county. This section takes a closer look at the employment service mix countywide, identifying potential service delivery gaps and like-services that can be more intentionally aligned to increase system bandwidth.

First, the employment service mix is examined in all of Contra Costa County through the lens of the employment service continuum. This continuum, which is broken down into the three phases shown in Figure 16, represents the participant flow through Contra Costa County's broader workforce development system.

Figure 16



### Phase 1

Phase 1 begins with intake into the broader system through a local access point. This access point can be any service site plugged into the broader system that can help the participant navigate the system to find the appropriate programs and/or services. Part of this first phase is assessing a participant's current career development situation, barriers to employment, needs, strengths, and aspirations.

### Phase 2

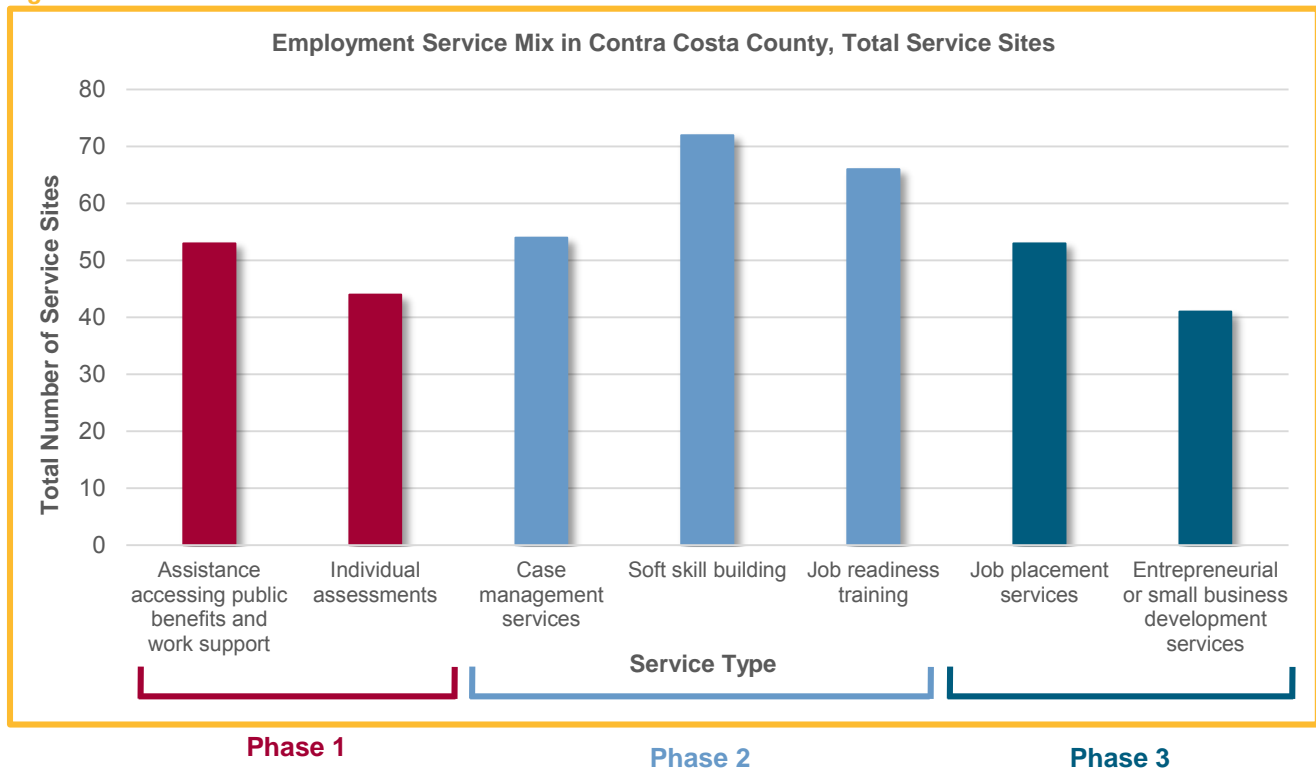
Phase 2 is comprised of services that actively case manage participants with the goal of building skills (both hard and soft) and coaching the participant towards job readiness. While case management is typically done on a one-on-one basis, many phase two activities are done in group settings, such as group trainings and workshops that service providers may offer.

### Phase 3

Phase 3 encompasses the area in which the workforce system actually garners a return on its investments made in phases one and two. Placement and entrepreneurial services directly lead to the most important success measure of the system: meaningful employment and livable wages. Nationally, this is where publicly funded workforce systems can often struggle to reap the returns of efforts in the first two phases of the continuum.

As aforementioned, Contra Costa County's employment services were categorized across this continuum. Figure 17 demonstrates the resulting densities of services in the County across these three phases.

Figure 17



The most apparent finding from analyzing the region's service mix through the lens of the employment service continuum is the shortage of assets in Phases 1 and 3. Across the County, job readiness training and soft skill building are the most common employment services (both in Phase 2). All other services hover between 40-55 assets, showing that there are shortages of assets along the beginning and end of the continuum (at intake and exit). The majority of service providers are providing skill building and training and place less investment in intake/assessment and placement.

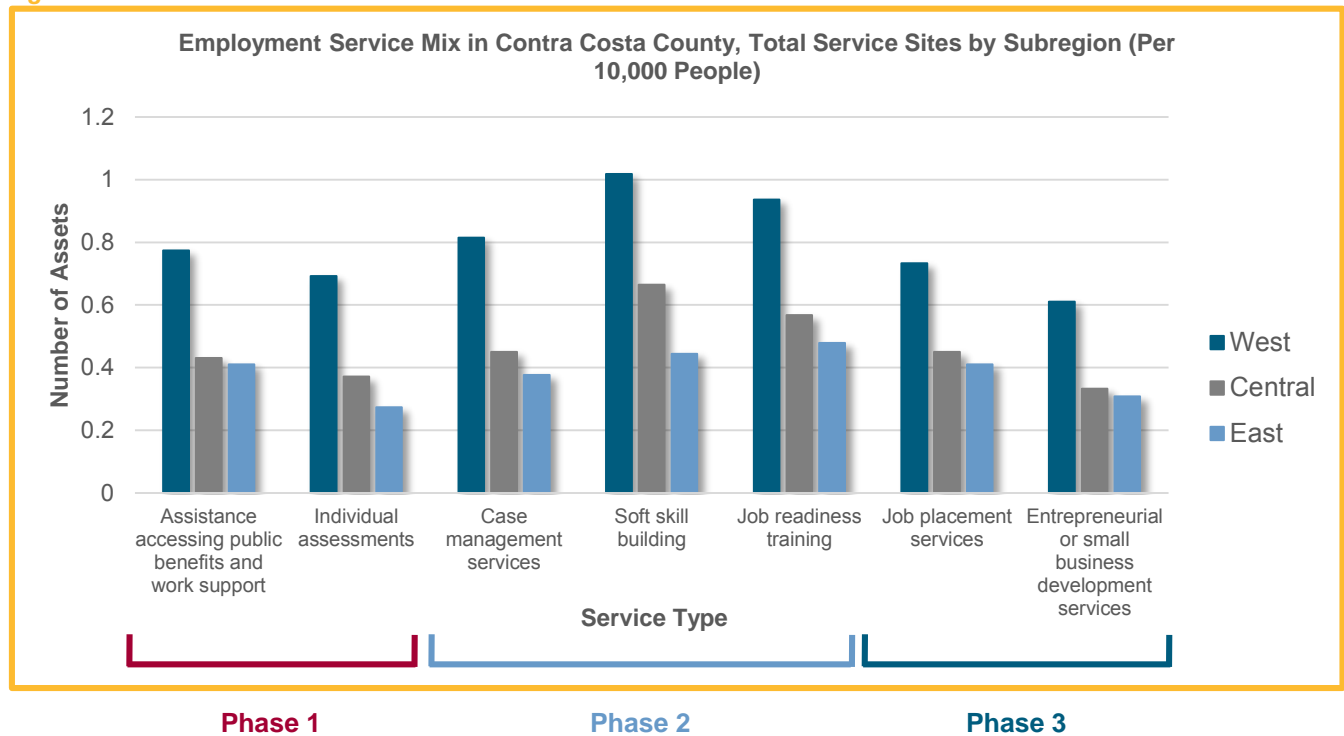
**There is a shortage of assets in Phases 1 and 3 of the Employment Service Mix.**

Several qualitative interviews validated the gaps in Phases 1 and 3. Many organizations highlighted the challenges in reaching people with multiple barriers in order to bring them into the system and in connecting people to jobs once they are trained. Additionally, interviewees cited the need to better engage local employers and small businesses, who may benefit from federal incentives to hire individuals through the system. However, this need is often for higher skilled workers, who may not as often enter into the system in Phase 1 or at all.

The employment service mix in Contra Costa County also differs across each subregion. Figure 18 details the Central subregion's highest density of each type of employment service – possible resources that may be leveraged by the surrounding subregions. When adjusting these figures for subregional populations, the West subregion once again has the highest density of employment services. For instance, per every 10,000 individuals, the West subregion has 1.02 soft skill building assets, whereas the Central has 0.67 and the East has 0.44.



Figure 18



The system's capacity is at its greatest in helping customers sharpen their soft and hard skills (Phase 2), but is not equipped with enough services to intake customers (Phase 1) and move them into gainful employment (Phase 3). Therefore, while Phase 2 services are the most prevalent Countywide, the Central and East subregions are in need of greater capacity across all of their employment services in order to be on the same playing field as the West.

#### *Investment Strategy*

Strategies must be developed to either build capacity for employment services in the East or build linkages to those services coming from the West or from outside of the County.

When taking into account unemployment and poverty rates, it is even more pressing that the East subregion is better supported, as while the Central subregion has fewer employment services than the West, it also has fewer people in need.

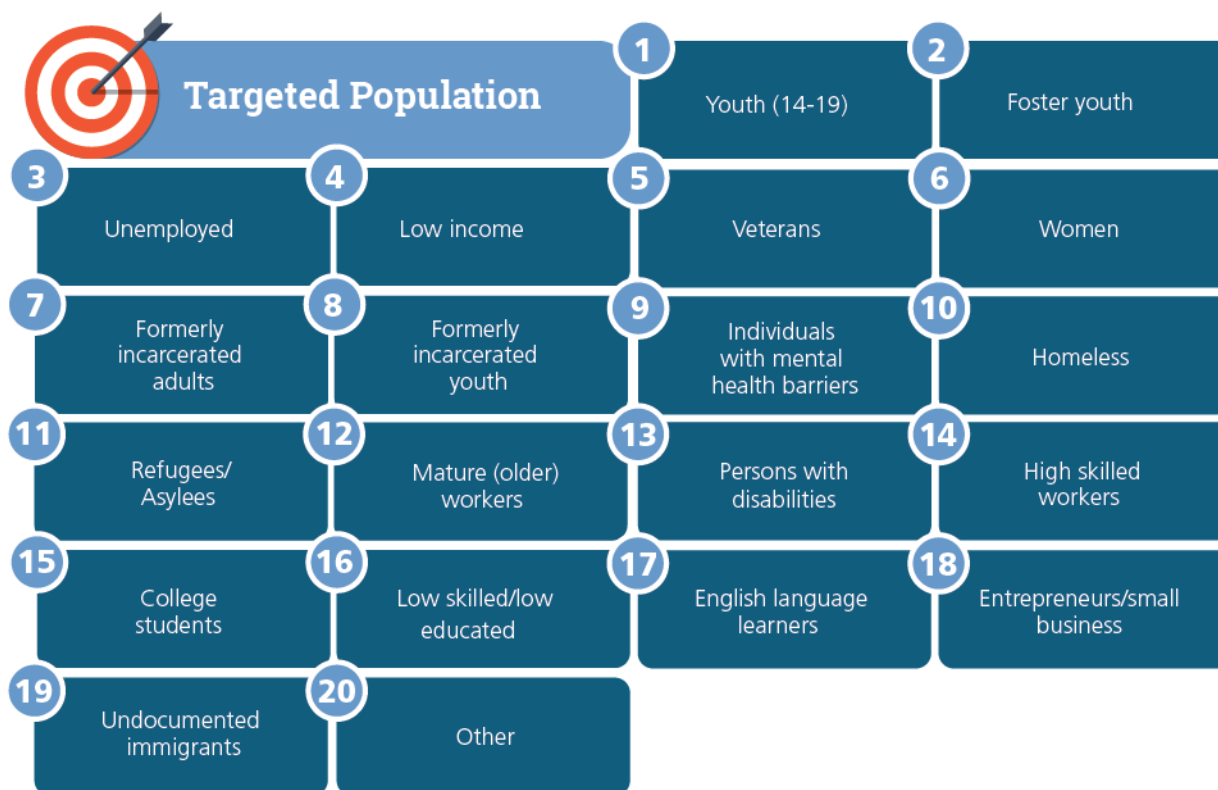


## TARGET POPULATIONS

In addition to collecting information on specific types of assets, researchers asked interviewees and used text analysis with the Contra Costa Crisis Center dataset to identify specific populations that each workforce asset targets. For the purposes of this project, workforce assets were considered to serve a specific population if they have specific programs and/or services tailored to a specific group. For example, if a service site holds workshops for veterans that help translate skills and work experience gained in the military to the civilian workplace, veterans would be a target population for that site.

It is important to note that a workforce asset may serve a particular population without specifically targeting that population. While a One-Stop Career Center may serve high-skilled/college students who enter these sites, the One-Stop is not considered to specifically target high-skilled/college students unless recruitment strategies and/or tailored services are in place that are specific to the population. Target populations documented, analyzed, and catalogued in the comprehensive inventory include:

Figure 19



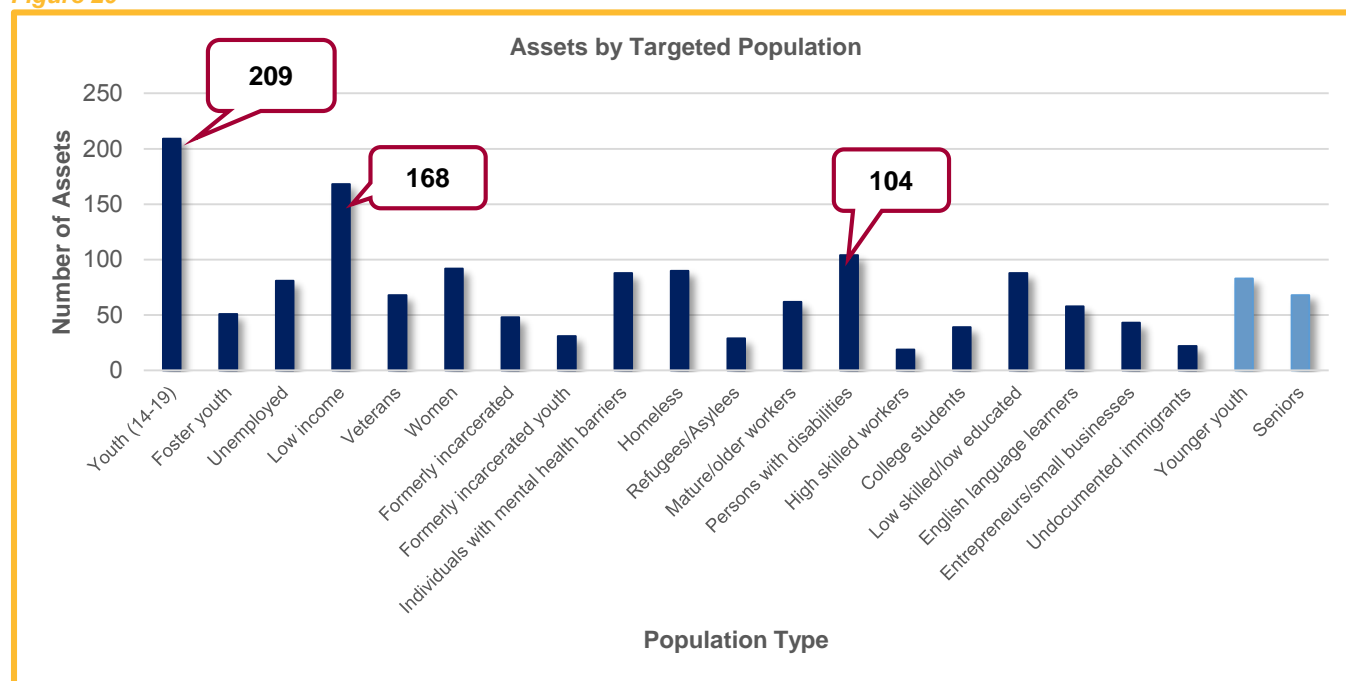
Common “other” populations, those that are targeted by assets’ programs and services but were not a part of this list include younger youth/children and seniors. Additional “other” populations included:

- Non-profit and community-based organizations (served in the form of grants and donations)
- Adult and teen parents
- Families
- Individuals with substance abuse problems
- Immigrants
- Victims of domestic violence, sexual assault, and/or crime
- Minorities

These categories are not mutually exclusive, meaning one asset might have multiple target populations. While the *Target Population Mix Report*, accessible through the MS Access Inventory, allows users to analyze the density of assets that serve each of these target populations in a specific region, this section highlights a few of the interesting findings with respect to selected target populations. Figure 20 shows both the number of assets that target the key, targeted populations examined in this study, across the three subregions of Contra Costa County.

**Many assets target varied populations in their service delivery.**

**Figure 20**



**The most-targeted population in each subregion is youth ages 14-19.**

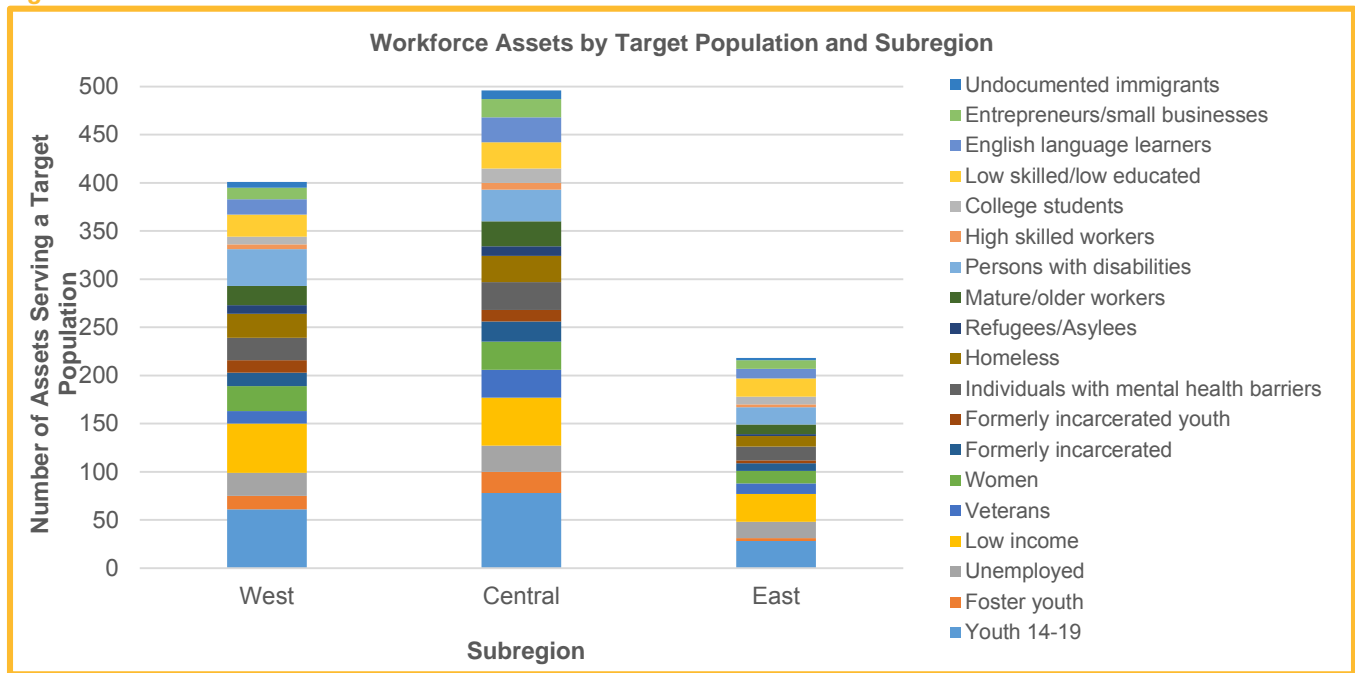
Overall, the most-targeted population in the County is youth ages 14-19, followed by individuals who are low-income. The least common targeted populations (with less than 50 assets) include: foster youth, formerly incarcerated adults, formerly incarcerated youth, refugees/asylees, high skilled workers, college students, entrepreneurs/small businesses, and undocumented immigrants. Figure 21 demonstrates the breakdown of assets serving targeted populations by subregion.

Overall, the majority of service providers target those with significant barriers to employment, such as low-income (130 assets total, at least 28% of each subregion's assets) and persons with disabilities (89 assets total, at least 19% of each subregion's assets). This finding aligns with the notion that assets should help those that require the most assistance to achieve self-sufficiency and meaningful employment.

In addition, across every subregion, youth ages 14-19 is the most targeted or second most targeted population. Figure 22 demonstrates the concentration of youth ages 15-19 and youth service providers.

**The largest concentrations of youth are in the West and East subregions – the subregions with high rates of poverty.**

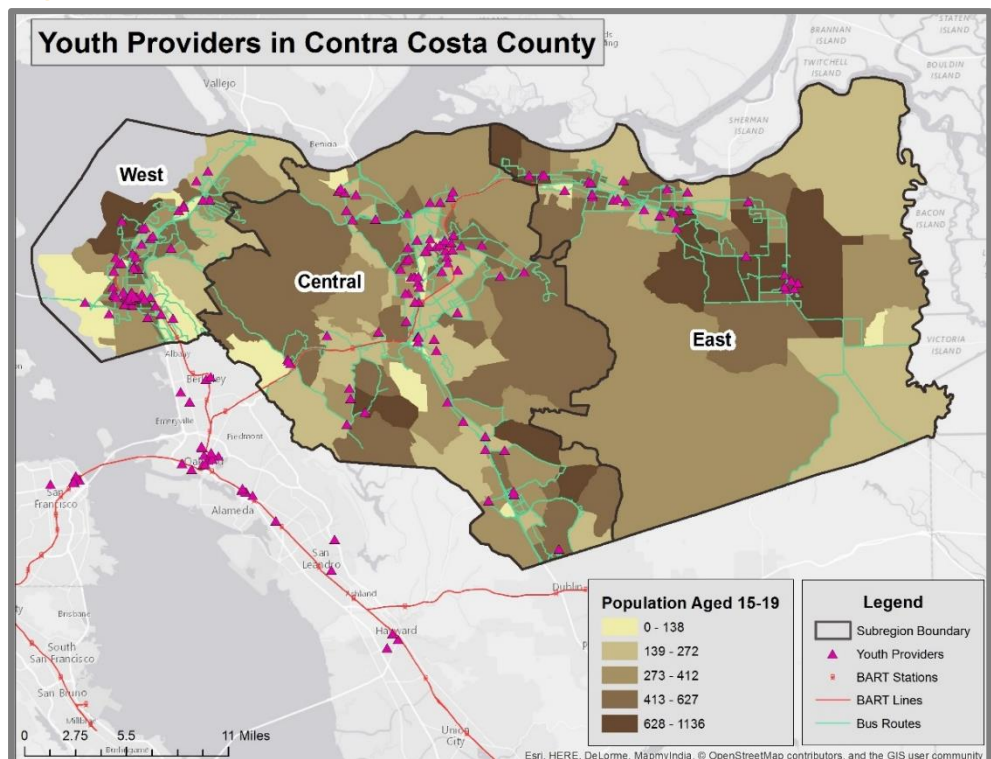
Figure 21



Large concentrations of youth ages 15-19 (defined by having over 4,000 individuals in this age group) are in areas including San Pablo (in the West) and Pittsburg, Antioch, and Brentwood (all in the East). In targeting services to youth, the County must recognize that the largest concentrations of youth are in the West and East subregions, which are also the more impoverished subregions.

Conversely, the highest concentration of youth providers (defined as offering services that target youth ages 14-19 and foster youth) is in the Central subregion, with 80 service sites. The West and East subregions, which have some of the zip codes with the highest density of youth, have fewer youth providers (64 and 29, respectively).

Figure 22



Though youth are one of the most common targeted populations, the subregions exhibit different trends in the multiple populations they serve. In the West subregion, 55.5% of the local workforce assets target youth ages 14-19. This high density aligns with the high population of young people, particularly out of

## The subregions exhibit different trends in the multiple populations they serve.

school youth in Richmond and its surrounding area. The West subregions largely targets youth and those with significant barriers to employment, as well as the unemployed (22%), individuals with mental health barriers (20.9%), homeless (22.7%), and low-skilled/low-educated individuals (20.9%). While these metrics are impressive, the West also misses the mark for the following target populations: high skilled workers (4.5%), college students (7.3%), and undocumented immigrants (5.5%).

In addition to youth ages 14-19, low-income individuals, and persons with disabilities, the Central subregion also has relatively mid-size densities of services for veterans, women, and individuals with mental health barriers (16.8% each). The Central subregion has the lowest density of targeted services to refugees/asylees (5.7%), high skilled workers (4.0%), and undocumented immigrants (5.2%).

The East subregion largely targets youth and those with significant barriers to employment, as well as low-skilled/low educated individuals (28.8%). There are multiple populations that are underserved by the East's assets, some populations with as few as 2 assets in the subregion. These include high skilled workers, foster youth, and formerly incarcerated youth (each 4.5%), as well as refugees/asylees and undocumented immigrants (each 3.0%).

It is evident that the County struggles to target two different ends of the spectrum: undocumented immigrants and refugees/asylees and high skilled workers and college students. In 2011, the estimate undocumented/unauthorized immigrant population in Contra Costa County was 79,000 people, 7.7% of the total County population at the time.<sup>v</sup> Unfortunately, there is finite data that describes the densities of these populations. However, the presence of targeted services for them illustrates that there is an indicated need to serve them.

In addition, high skilled workers and college students in Contra Costa County have relatively few services tailored to them in the current workforce development system. Figure 23 illustrates educational attainment on a County-wide level,<sup>vi</sup> whereas Figure 24 demonstrates educational attainment by subregion.

The West and East subregion have very low levels of educational attainment and a related small population of high skilled workers and college students. Here, a small percentage of individuals over 25 who were measured for educational attainment have Bachelor's degrees – 31.3% in the West and 20.6% in the East.<sup>iv</sup>

## The Most and Least Common Targeted Populations

### West

**Most:** Youth 14-19, Low-income, Persons with Disabilities

**Least:** High skilled workers, Undocumented immigrants, College students

### Central

**Most:** Youth 14-19, Low-income, Persons with Disabilities

**Least:** High skilled workers, Undocumented immigrants, Refugees/Asylees

### East

**Most:** Youth 14-19, Low-income, Low skilled/low educated

**Least:** Undocumented immigrants, Refugees/Asylees, High skilled workers, Formerly incarcerated youth, Foster youth

Figure 23

Education Level	2014 Population	2015 Population	2014 % of Population
Less Than 9th Grade	48,475	49,629	6%
9th Grade to 12th Grade	39,496	39,837	5%
High School Diploma	143,127	145,061	19%
Some College	168,714	170,846	23%
Associate's Degree	61,666	62,571	8%
Bachelor's Degree	183,979	186,523	25%
Graduate Degree and Higher	103,670	104,296	14%
Total	749,127	758,763	100%

From a public program perspective, it is appropriate that the majority of assets, as public resources, serve those most in need. However, from a broader regional talent development perspective, the system must offer value to job seekers at multiple tiers of skillsets, education levels, and experience to effectively serve the region's business customers.

In addition, if the County is looking to expand its business and industry presence, these subregions must engage high skilled workers and college students with the appropriate training to be hired by these employers.

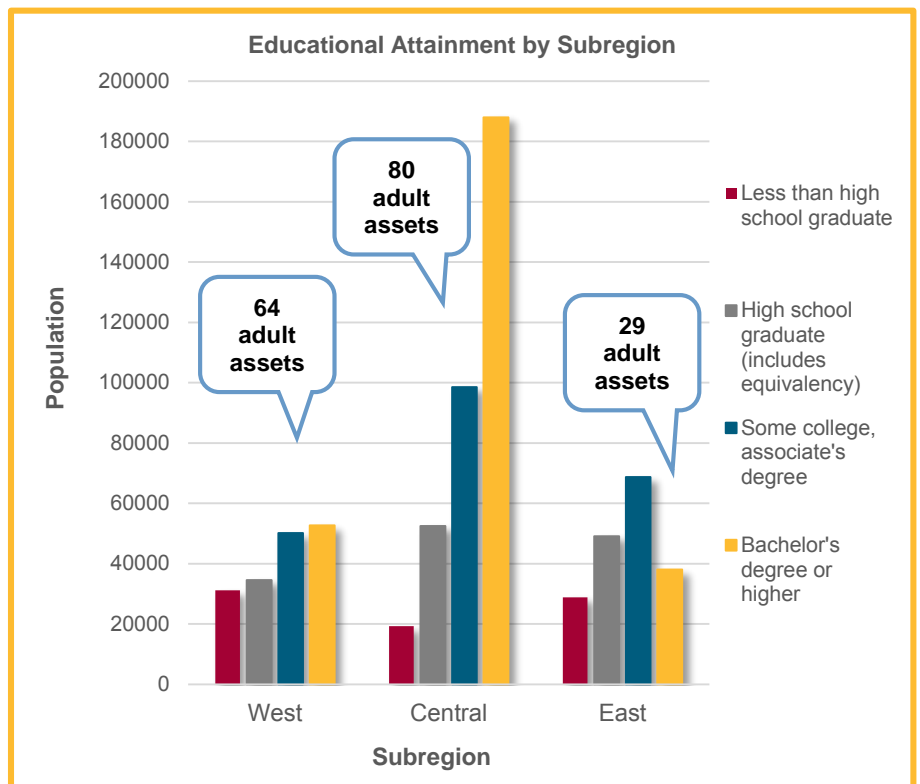
Additionally, there is a large untapped potential of targeted services for refugees/asylees and undocumented immigrants. Refugees/asylees may experience challenges in adapting to the culture, high cost of living, and language in Contra Costa County. Many organizations reported in their interviews that they struggle with targeting or legally cannot target undocumented immigrants.

Again, there is not enough data to show the densities of these populations, but, it can be inferred that there is a need to target them as services are already doing so.

Figure 24

**Investment Strategy**

To engage the full spectrum of jobseekers and attract employers to the West and East subregions, services must be developed or targeted to high skilled workers and college students.



## b. Subregional Analysis

Contra Costa County's subregions have different populations and resources, and therefore, varied needs and demands. As a result, system design needs drastically differ. The following section explores the service delivery mix of Contra Costa County's subregions, with a focus on employment services.

### WEST

The West subregion sits on or near the San Francisco Bay and San Pablo Bay.<sup>vii</sup> Cities in the subregion include Richmond, San Pablo, Hercules, Pinole, and El Cerrito. Approximately 245,523 individuals reside in the West subregion, with the city of Richmond alone having approximately 105,280 residents.<sup>viii</sup>

The subregion has a relatively young population, yet a lower percentage of residents with a high school diploma than the national average. The area has a deep manufacturing history and a large biomedical cluster. Large employers in the area include Chevron, the BART transit system, and Bayer Health Care Pharmaceuticals. As aforementioned, the West subregion has the highest density and variety of employment services as compared to the other subregions. It also has the most services in each asset category per 10,000 people.

The West subregion has the highest density of assets of all of the subregions, both in sheer number and per its population. This subregion also has the smallest total population of all of the subregions. The largest concentration of assets within the West subregion are in Richmond, likely due to its large size and very high levels of poverty. However, assets are much more scattered in similarly impoverished community of San Pablo. Figure 25 demonstrates the West's assets and poverty levels.

It is clear that the West subregion is responding to local need by offering a large amount of assets to its population. Its accessibility to assets in the neighboring county of Alameda could also support this population, especially due to the fact that the southern third of the subregion provides BART service to both Oakland and San Francisco. The complex system of bus routes within the subregion can contribute to interconnectivity of assets and access as well.

110

Total Number of Assets

245,523

2010 Population

14.6%

Percent below poverty level

4.5

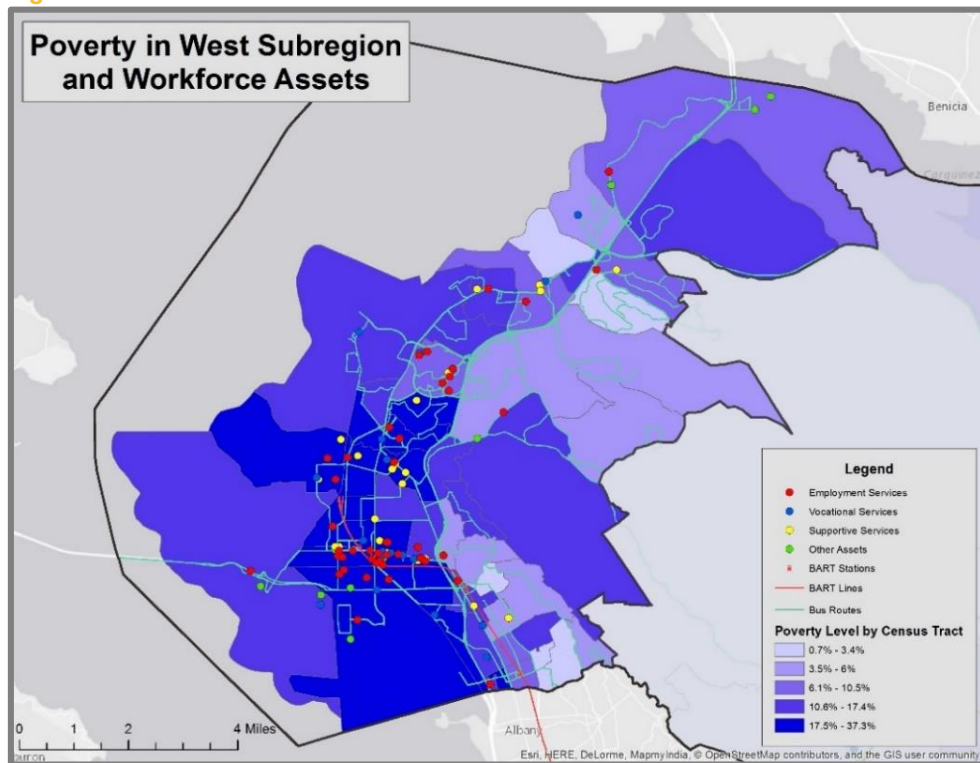
Assets per 10,000 people

7.6

Assets per 1,000 unemployed



Figure 25



How can funding entities leverage the large amount of workforce assets in the West subregion in order to increase system performance and community impact across the County?

The following analysis answers this question by examining the West's assets and its employment services distribution. The West's distribution of employment service types, seen in Figure 26, mirrors that of the County as a whole – there are fewer assets in Phase 1 and Phase 3 of the continuum, in which customers are brought into the system (Phase 1) or connected with meaningful employment or entrepreneurial services (Phase 3).

Figure 26

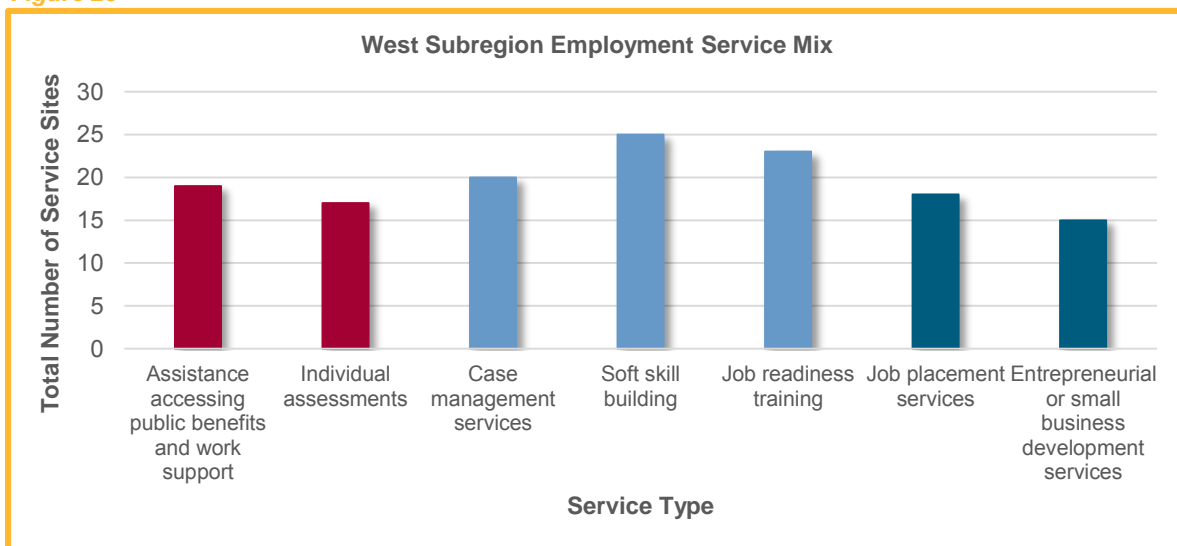


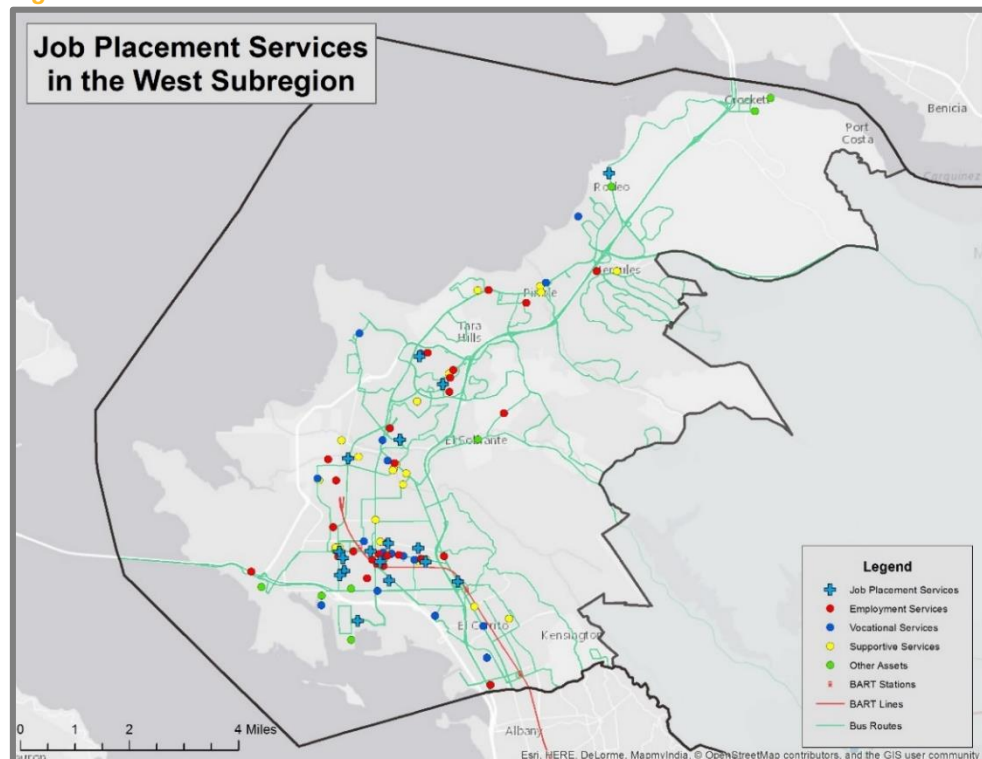
Figure 26 shows a large concentration of services in Phase 2, especially in the soft skill building and job readiness service categories. Almost 50 sites offer soft skills training and/or job readiness workshops, helping customers sharpen interview skills, manage conflicts, improve their resume writing, and build other non-technical skill building competencies. This is an abundance of services compared to only 36 service sites providing intake and assessment (all of Phase 1), 18 service sites actively working to place these same participants into employment, and 15 sites offering entrepreneurial services. Increased support in Phase 1 can allow more individuals to enter the employment system. Additionally, there is an opportunity to align these Phase 2 workshops and group exercises in Phase 3 to increase the capacity of organizations in the subregion to place workers in gainful employment.

### Investment Strategy

The West can increase the amount of services in Phase 1 to introduce individuals into the system, then increase the amount of services in Phase 3 to ensure their employment.

In regards to job placement, Figure 27 shows a large amount of job placement services are located in downtown Richmond. Once again, similarly impoverished neighborhoods have very few job placement services.

Figure 27

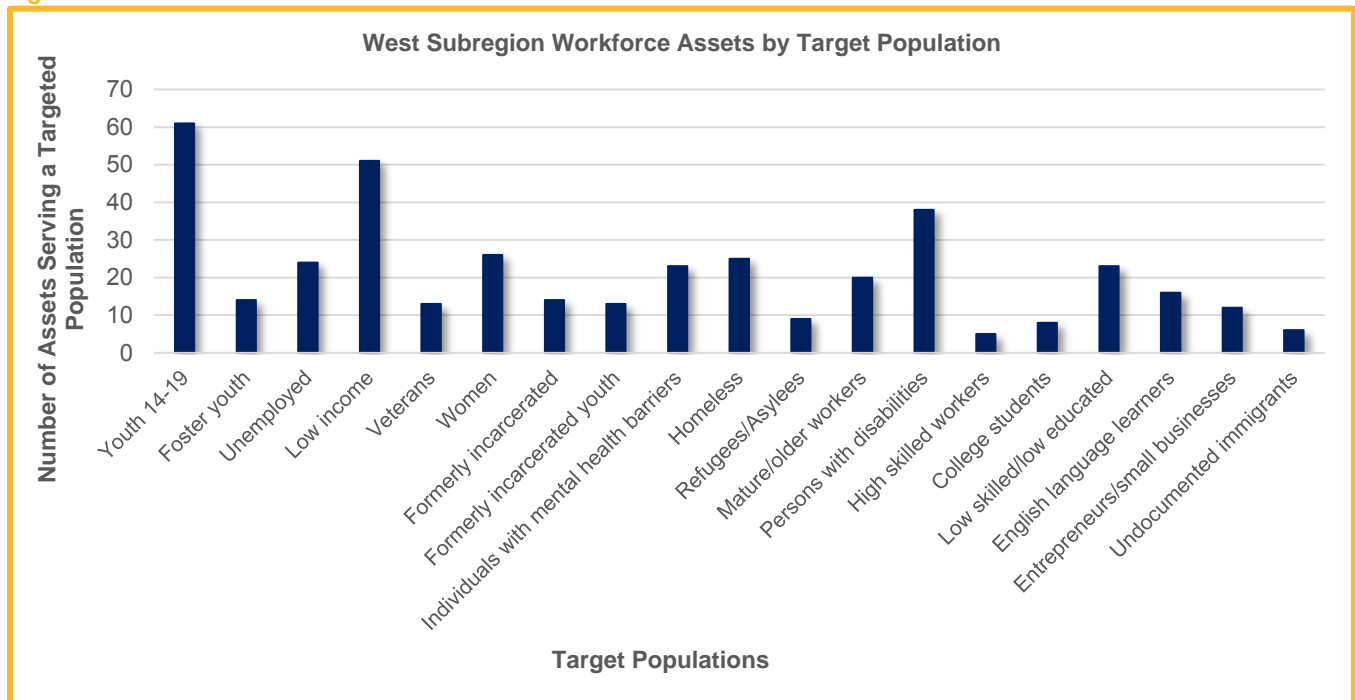


### Investment Strategy

The high concentration of job placement services in Richmond can be leveraged for the entire West subregion, using bus lines to provide access to better interconnect services to Richmond and in between other cities.



Figure 28



As aforementioned, in analyzing targeted populations, it is determined that 55.5% of the West subregion's workforce assets target youth ages 14-19, while very few assets are targeted toward high skilled workers (4.5%), college students (7.3%), and undocumented immigrants (5.5%). By gearing more services toward these populations, the West subregion can increase its pool of qualified, trained employees for local employers to hire.

### West Summary

The West subregion has the highest density of assets of all of the subregions, as well as the smallest total population. It also has the highest poverty rate, but the largest amount of assets per unemployed individuals.

To support this very impoverished subregion, greater efforts can be placed in intake and assessment and in job placement to engage jobseekers at each point of the continuum. The city of Richmond, in particular, offers a wide array of assets and is fairly accessible by public transportation. There is an opportunity to leverage Richmond's amount of job placement services for the entire subregion.

Though over half of its assets target youth ages 14-19, the West subregion struggles to provide services to high skilled workers, college students, and undocumented immigrants. While it may be a challenge to legally and appropriately serve undocumented immigrants, there is an opportunity to better engage the higher skilled, educated population so that they become qualified, trained, and hireable employees.

## CENTRAL

The Central subregion, in the Diablo Valley, sits at the foot of Mt. Diablo, is home to a 90,000 acre State Park, and includes the County seat of Martinez.

The Central subregion has both historic and urban neighborhoods, as well as the upscale residential “Lamorinda” communities of Lafayette, Moraga, and Orinda. It boasts large educational, health services, and trade/transportation industries and has a higher percentage of residents with a high school diploma than the national average.

The largest amount of assets in the Central subregion are located in Concord, in which some areas are plighted with over 25% poverty rates. The next largest concentrations are in Walnut Creek, Martinez, and Pleasant Hill.

Pleasant Hill and Martinez both have areas and neighborhoods in which the poverty rate exceeds 12%, whereas Walnut Creek’s neighborhoods typically have poverty rates under 6% (yet over 30 assets). Additionally, as seen in Figure 29, the northeast portion of Martinez has an incredibly high level of poverty (above 19%) and zero workforce assets.

# 173

Total Number of Assets

# 511,064

2010 Population

# 6.8%

Percent below poverty level

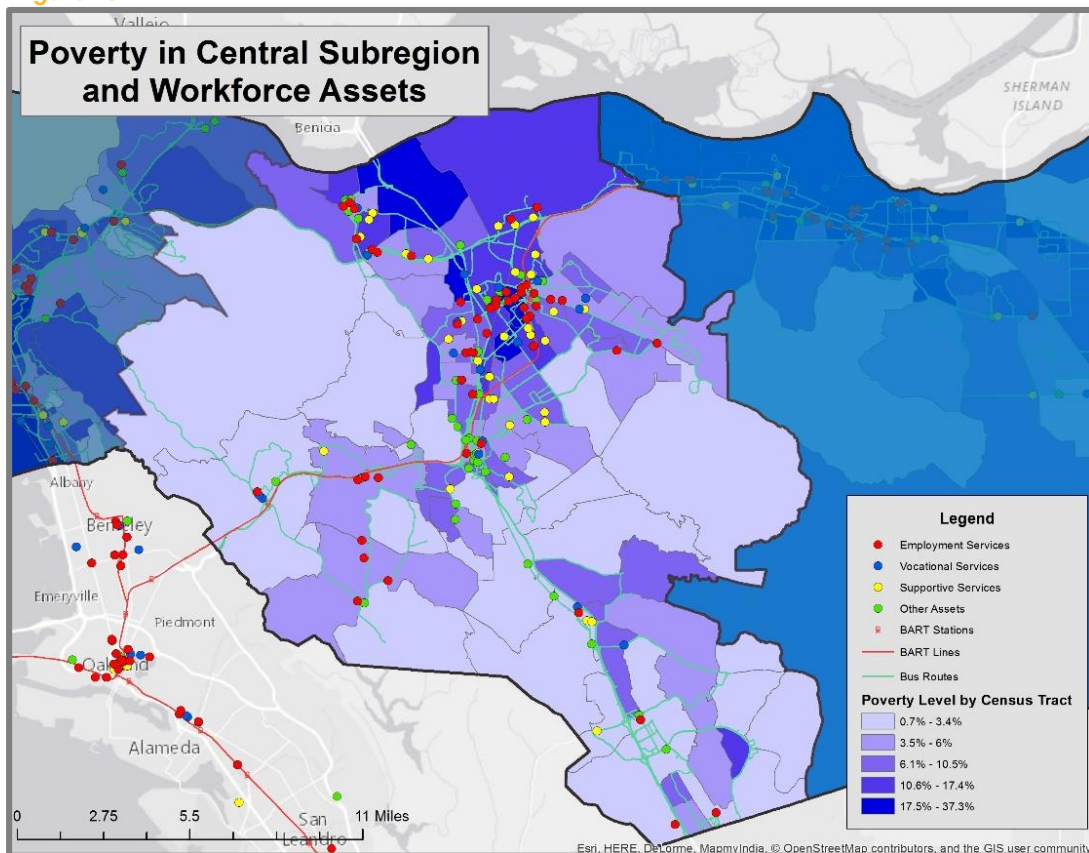
# 4.4

Assets per 10,000 people

# 7.3

Assets per 1,000 unemployed

**Figure 29**



In regards to employment services, the Central subregion provides significantly fewer employment services to its subregional population than the West does to its own population (2 employment services assets in the West per 10,000 people, 1.2 in the Central). Like Contra Costa County’s employment service mix, the Central subregion has the highest concentration in soft skill building and job readiness training (Phase 2). More than 60 sites offer these two services, whereas only 19 provide individual assessments and less than 25 involve job placement services.

In addition, the Central subregion is the only subregion in which there are more employment services than vocational training and education providers (60 versus 57). Though this is only a slight difference, it highlights that while there is already a need for more job placement services, there may also a need to increase vocational education and training in the subregion. The Central subregion has the highest levels of educational attainment as well (over 50% of the population has a Bachelor’s degree), which may attribute to this finding, as vocational education and training may not see the need to be present in this area of high educational attainment.

Figure 30

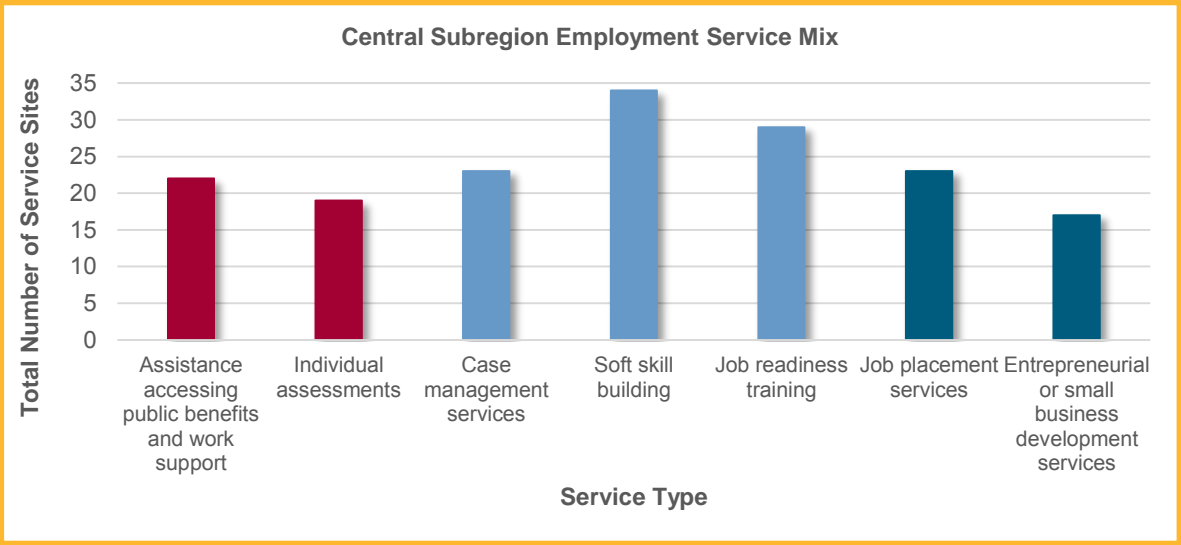


Figure 31 illustrates the small number of job placement services in this subregion. These are mostly found in the Concord area. For every 10,000 people in the densely populated Central subregion, there are 0.45 job placement services. The lack of distribution of job placement assets highlights an opportunity for investment:

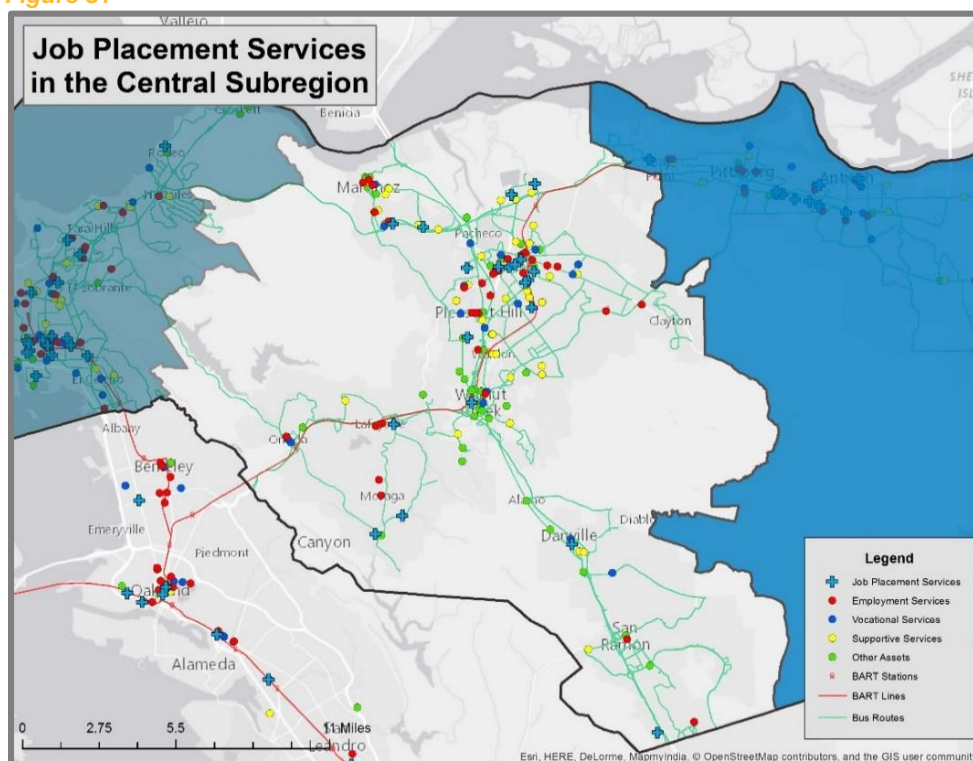
For every 10,000 people in the Central subregion, there are 0.45 job placement services.

Investment Strategy

Job placement services can be expanded across the Central subregion to ensure that once trained, individuals are offered more support in being placed into a job.

In addition, there are only 0.33 entrepreneurial or small business development services for every 10,000 people in the Central subregion. The high educational attainment in this subregion, coupled with this low statistic, demonstrates an opportunity to provide services and support to well-educated and trained individuals to start or grow a small business.

Figure 31



### Investment Strategy

By providing more entrepreneurial and small business development services to the highly educated and trained individuals in the Central subregion, the County can promote small business growth that will attribute to the local economy and create more local jobs.

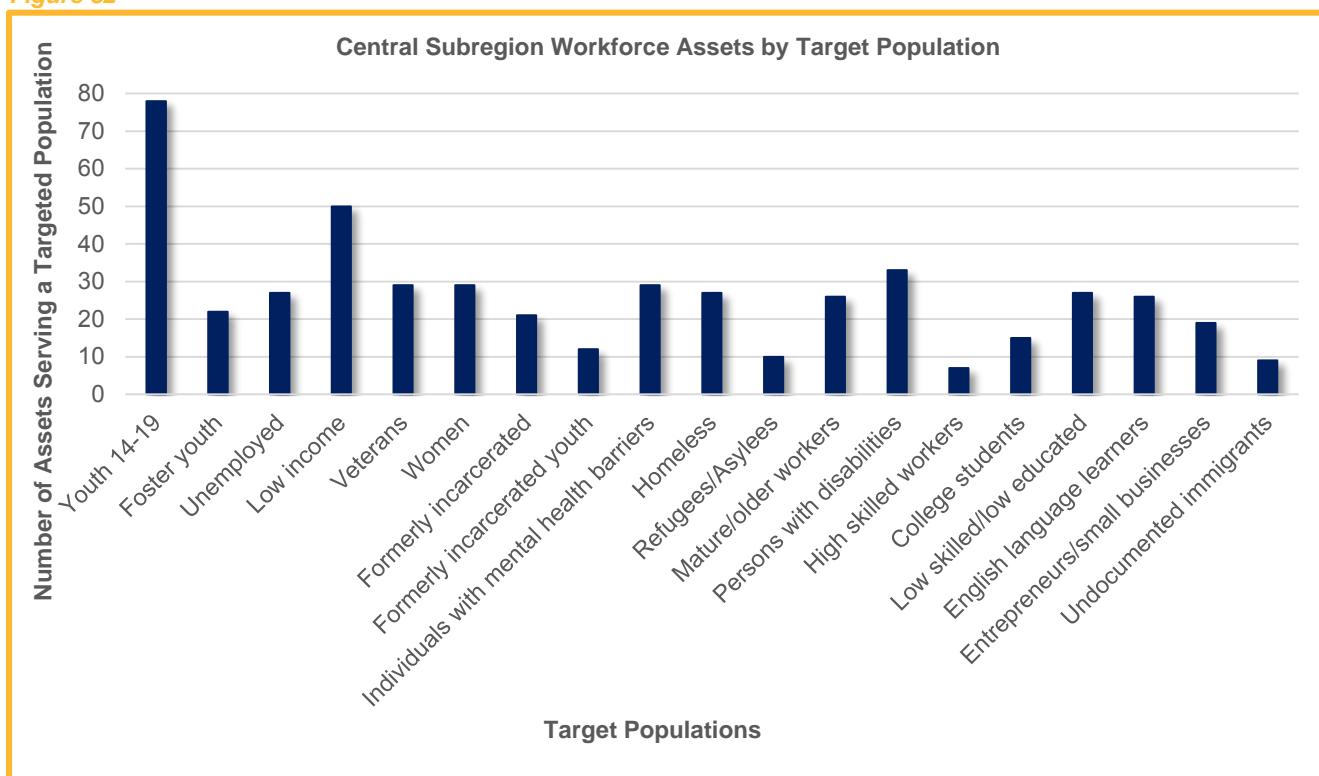
When considering the distribution of employment services in the Central subregion, it is important to note the area's relative success in targeting services to multiple populations. As aforementioned, the Central subregion's assets involve programs that mostly target youth ages 14-19 (45.1%), low-income individuals (28.9%), and persons with disabilities (19.1%). Figure 32 shows that the next most targeted populations are veterans, women, and individuals with mental health barriers (16.8% each).

These significant densities are likely partially attributed to the sheer large number of assets in the Central subregion (173 assets), which allows for greater diversity in programs. However, similar to the County as a whole, the Central subregion has the lowest density of targeted services to refugees/asylees (5.7%), high skilled workers (4.0%), undocumented immigrants (5.2%).

### Investment Strategy

Once again, this demonstrates an untapped potential to leverage the knowledge and skills of highly skilled and educated individuals who can attribute to the growth of the subregional economy. The Central subregion's system design can focus on increased business engagement to support this idea. In addition, innovative services, such as a virtual service center, can help target and serve these highly skilled workers.

Figure 32



### Central Summary

The Central subregion has the largest subregional population but comparatively lower levels of poverty. Its many workforce assets, concentrated in a handful of cities, are resources that can be leveraged by the neighboring subregions, as well as local communities in the Central subregion that represent pockets of deep poverty.

Both the intake and exit/placement points of employment services are lacking in the Central subregion. Phase 3 services, in particular, can be increased to support those with high educational attainment. The largest concentration of individuals with Bachelor's degrees is found in this subregion, as it is home to many affluent communities in which people can afford and have greater access to higher education. As a result, trained, qualified individuals could be provided greater support in getting and maintaining well-paying jobs and establishing or improving small businesses.

This subregion has relative success in targeting multiple populations, however, undocumented immigrants and refugees/asylees have very few services available to them. These populations and their subregional densities must be further examined to determine if and how services to them must be increased. In addition, the large amount of highly skilled workers demonstrates a system design need to engage local businesses to create pipelines to employment for these jobseekers.



## EAST

The East subregion's shoreline runs along the San Joaquin River Delta and borders San Joaquin County to the east.<sup>vii</sup> With a pleasant climate and comparative affordability, the area has become one of the fastest growing regions in the state.

However, it has lower percentages of individuals with Bachelor's degrees than the national average. Additionally, the BART system reaches only as far as Pittsburg, leaving the rest of the subregion fairly inaccessible.

The East subregion is often considered the most isolated subregion in Contra Costa County due to its geographical distance from the County's hubs of activity, its lack of major employers and industry presence, and its inaccessibility and lack of BART transit stations. The East has fewer assets per its general population (2.26 per 10,000 people) and per the local unemployed (3.6 per 1,000 unemployed) compared to the other subregions.

**The East subregion has the fewest number of assets in total, per its general population, and per its unemployed population. Its high levels of poverty and small distribution of assets indicates that it is a high-need area that has very little organizational support from within the subregion and access to the rest of the County.**

# 66

Total Number of Assets

# 292,438

2010 Population

# 13.8%

Percent below poverty level

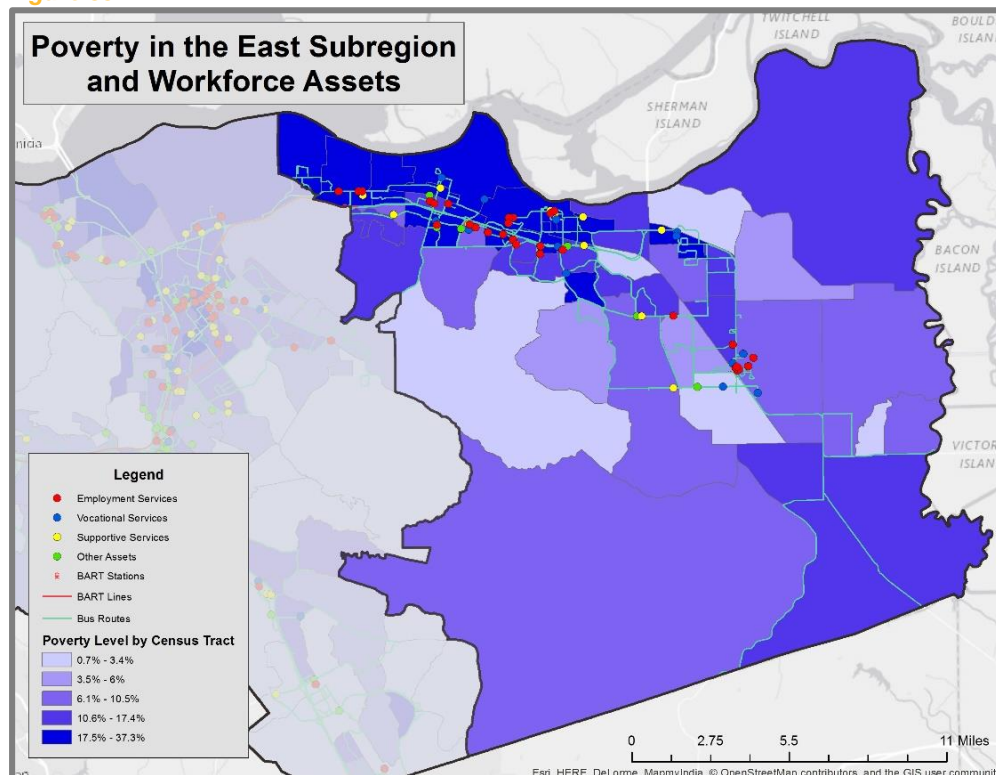
# 2.3

Assets per 10,000 people

# 3.6

Assets per 1,000 unemployed

**Figure 33**



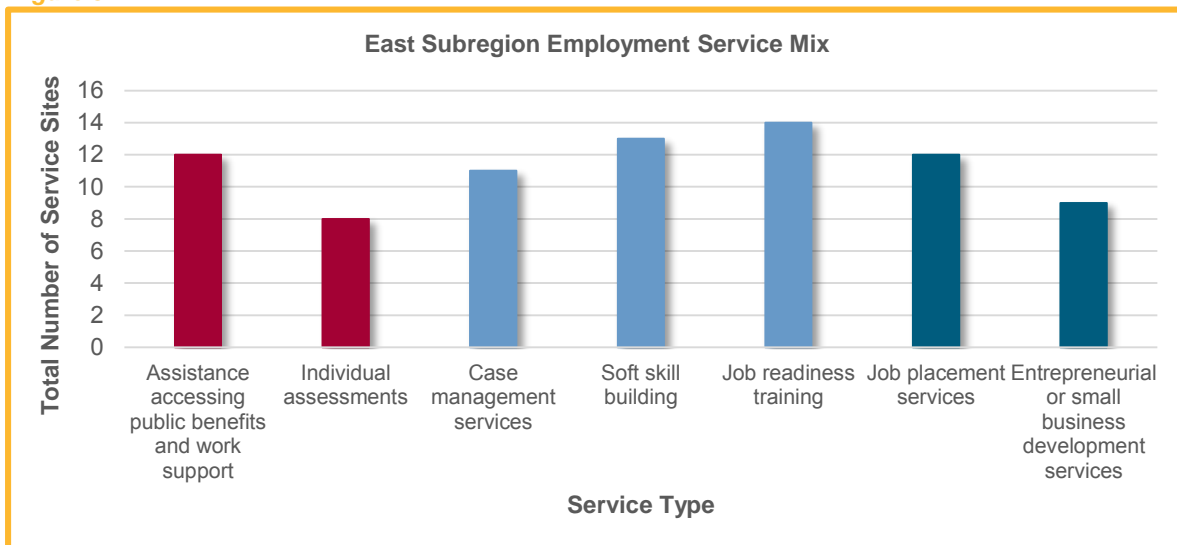
The highest concentration of assets lies in Antioch, followed by Pittsburg and Brentwood. Within these cities, as well as in Oakley and Bay Point, there are many pockets of poverty that have very few (or even zero) assets, as seen in Figure 33. The northwest portion of the subregion, in particular, is covered with poverty rates over 17%, while many other neighborhoods in the subregion have poverty rates over 10%.

In regards to employment services in each subregion, the East has the smallest total number of employment services in every single service category. Though this is not adjusted for population, again, population with the West subregion is fairly comparable. Within the East, differences in the amount of each employment service type are not as large as they are in other subregions. This is largely attributable to the fact that there is an overall shortage of assets, both employment and other, in this subregion.

#### Investment Strategy

The general number of assets and assets per 10,000 people in the East is significantly lower than those in the other subregion. There is a need for greater investment in employment services and vocational education and training in the East.

Figure 34

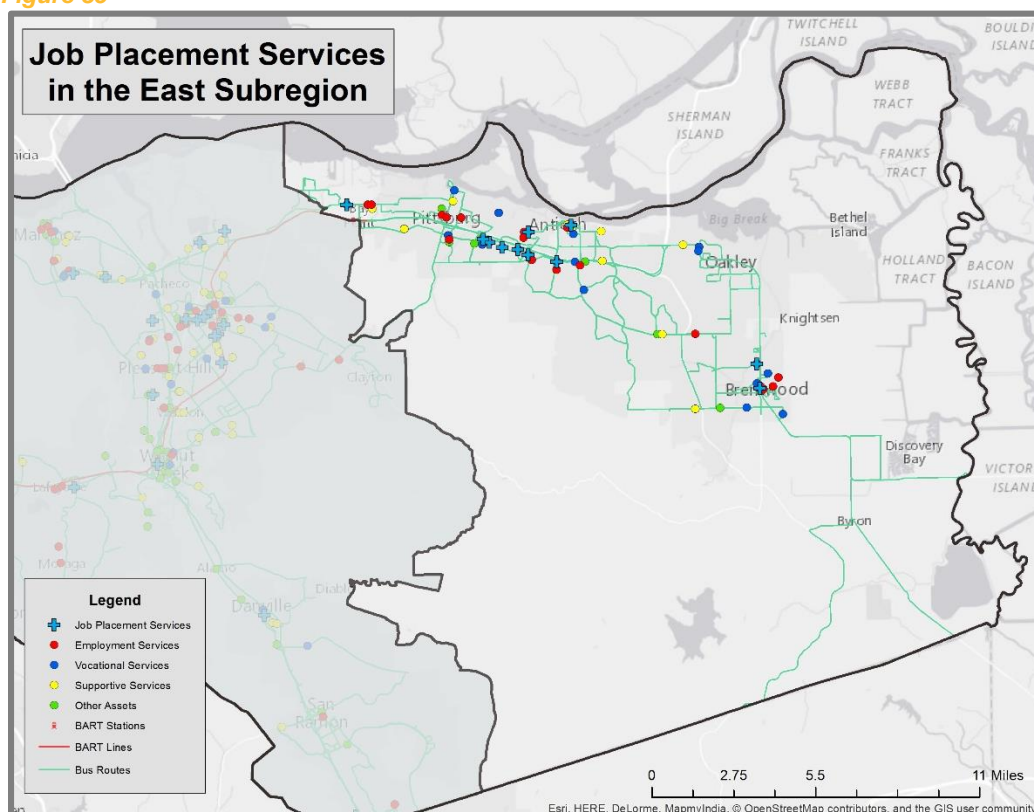


The East subregion significantly lacks individual assessments in Phase 1, with only 8 sites supporting jobseekers in navigating the path to a career. In comparison, 14 sites provide job readiness training in the subregion. When analyzing these differences along a continuum, there is a clear disconnect between intake (Phase 1) and skill building (Phase 2). With an incredibly large unemployed population in the subregion, this prompts the following question:

**If there are more skill building and training services than there are intake and navigator services, how can the County expect individuals to progress into training and onto job placement when they are not effectively brought into the system in the first place?**

At the end of the continuum, there is a shortage of job placement and entrepreneurial and small business development services as well. Once again, the County as a whole must work to increase these services to ensure that once these individuals are trained and prepared, they obtain long-term, meaningful employment.

Figure 35



The lack of job placement services also brings up the question of the presence of employers in the subregion. Several qualitative interviews attributed employment struggles in the East subregion to the lack of employers, both large and small, and industry presence. Only two of the major employers identified by CA EDD in the County are located in the East subregion: Sutter Delta Medical Center and Kaiser Permanente Antioch Medical Center. **Error! Bookmark not defined.** East subregion residents must be incentivized to be trained and become employed in the subregion, by these employers and others. The market is currently driving achievements of the subregion. If there are opportunities to do so and incentives to be received, more individuals will stay in the area and contribute to its growth.

Only two of the County's major employers are located in the East subregion.

### Investment Strategy

The presence of employers in the East subregion can be more closely examined in order to define their employment needs and build bridges between training providers (who equip individuals with the appropriate employment skill set) and these key employers. Career pathways and pipelines can then be developed to identify training needs in the subregion, provide the appropriate training curriculum and work-based learning opportunities, and then feed the experienced individuals into full-time employment with these employers (the largest two being in health care).



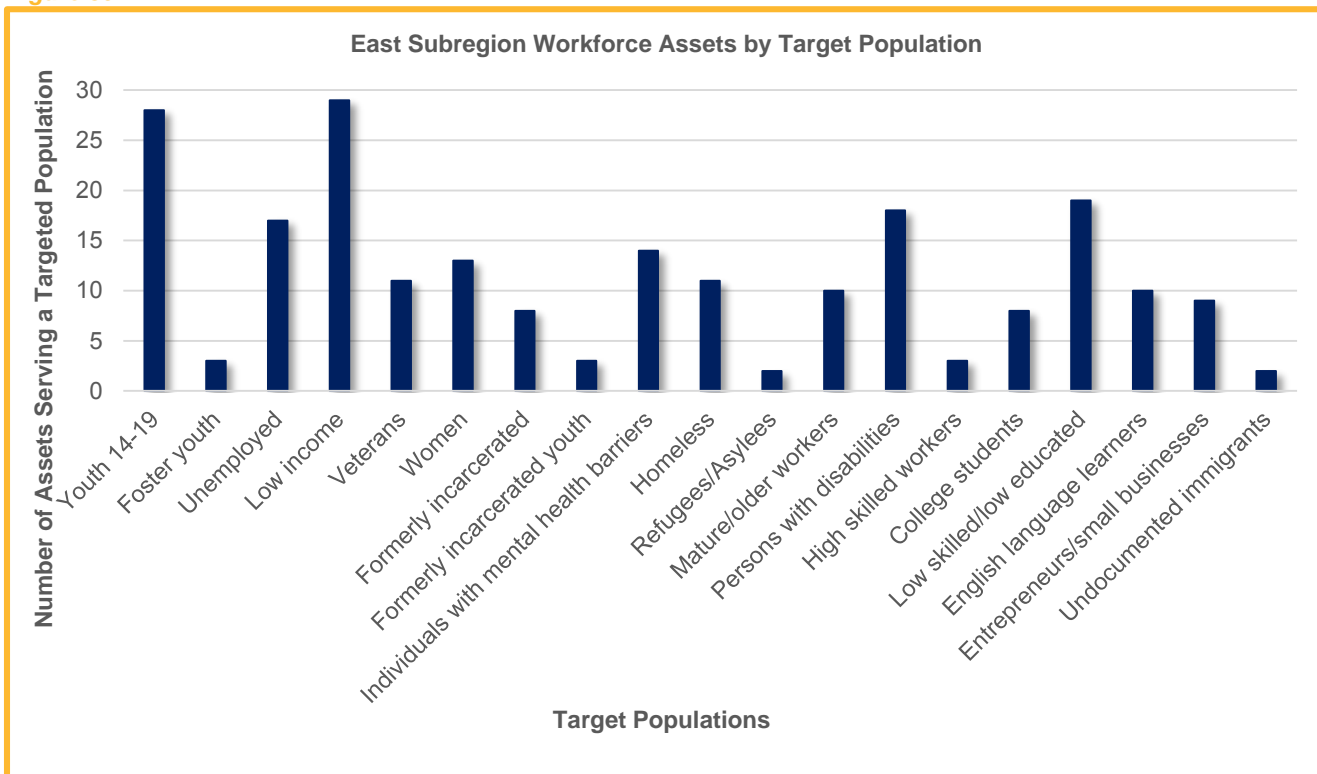
In addition, Figure 36 shows that the East subregion largely targets youth (42.4%), low-income individuals (43.9%), persons with disabilities (27.3%), and low-skilled/low educated individuals (28.8%).

Again, many populations have astoundingly low concentrations of targeted services, including high skilled workers, foster youth, and formerly incarcerated youth (each 4.5%), as well as refugees/asylees and undocumented immigrants (each 3.0%). These staggering percentages demonstrate that the majority of populations in need in the East subregion are not being served, and as a result, the East subregion's employment growth remains stagnant.

### Investment Strategy

In order to increase the access and amount of services available to these populations in the East, this subregion can look to leverage resources in other neighboring areas (e.g. Solano County, San Joaquin Valley, and Sacramento County). Further study on commute patterns of the East's populations, as suggested by qualitative interview responses, could highlight how many East County residents commute out of the area to work, which will influence service delivery needs.

Figure 36



## East Summary

The East subregion has the lowest number of assets for its population and by its local need. Its little accessibility via public transportation, small presence of employers, and low educational attainment levels present a multifaceted challenge in providing employment services to jobseekers. Though the amount of different types of employment services does not largely differ, there is an overall lack of services to fit local employment needs. Additionally, the small amount of individual assessments make it challenging to set up the pipeline for jobseekers to enter the employment services continuum.

Few job placement service sites further contribute to this issue. Coupled with a lacking transportation infrastructure, the East subregion is not able to provide the right services in the right places for those in need. Identifying major employers and potential connections to them may help reverse this issue. Neighboring counties (such as Solano, San Joaquin, and Sacramento) also present opportunities for regional strategic planning and resource sharing that may support local jobseekers as well.

While the East shows good efforts in targeting youth, low-income individuals, individuals with disabilities, and low-skilled/low educated individuals, countless populations go unserved and the subregion's resulting pool of potential employees diminishes.

## IV. WORKFORCE ASSETS AND RELATED ENVIRONMENTAL FACTORS

To maximize the community impact of the broader workforce development system, regional assets and investment strategies should be aligned across the County and the Bay Area at large. A systemic alignment can help support the creation of a dynamic talent development system supported by a wide-range of public and private efforts.

Now that assets have been identified and examined on both a Countywide and subregional level, it is imperative to assess the other environmental factors that paint the picture of workforce development in Contra Costa County. This section explores how the service sites, as discussed, can further align with local need, examining workforce assets along with major employers and industries, housing trends, and transportation infrastructure.

By examining various environmental factors, the County can understand the context in which its workforce assets operate.

### a. Major Employers and Industries

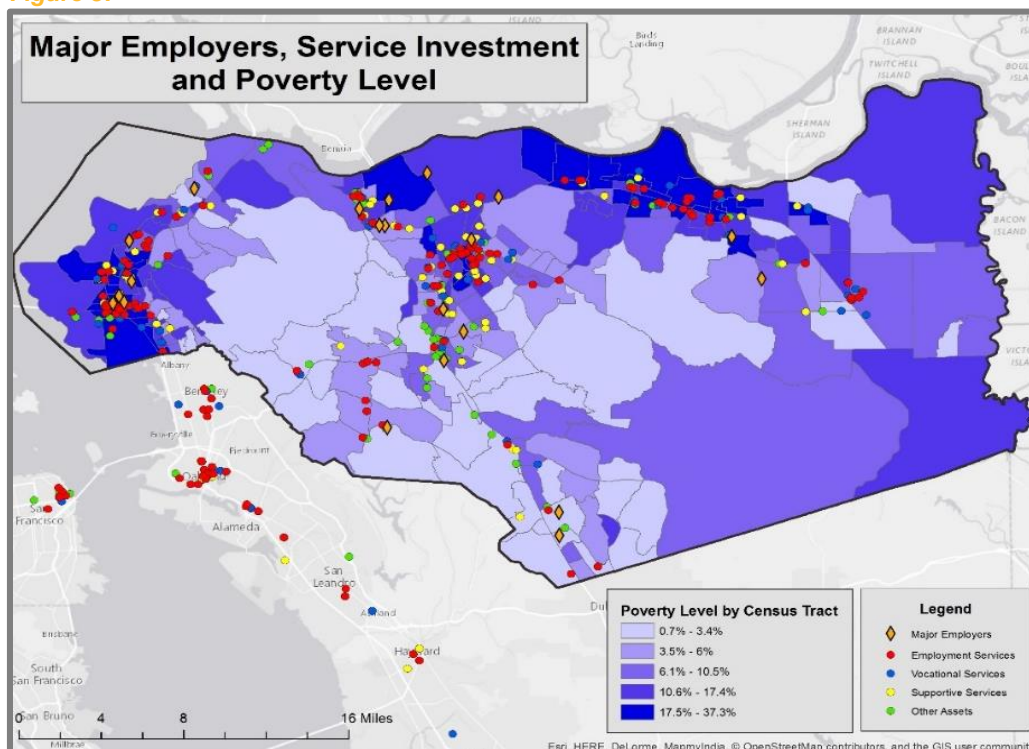
California's Employment Development Department extracted a list of major employers in Contra Costa County from the America's Labor Market Information System (ALMIS) Employer Database.<sup>ix</sup> The following table and map demonstrate the major employers in the County based on their number of employees, as well as their subregional location. It is important to note that some organizations' divisions are listed separately, although they may share locations and therefore only have one pin on the map.

Out of the top 25 employers, 17 are located in the Central subregion, 6 in the West, and only 2 in the East. The lack of major employers aligns with high rates of unemployment and poverty in the West and East subregions, while the more highly educated, wealthier communities in the Central subregion benefit from the presence of many large employers.



Major Employers and Industries

Figure 37



While there are some major employers in areas of large local need (e.g. Richmond and Martinez), there are still large areas in need that have no major employer presence. For instance, Richmond has a cluster of large employers but other neighborhoods northeast of Richmond have fewer large employers and relatively high poverty levels (over 6%). Additionally, major employers are fairly well distributed across the Central subregion, but also still lack presence in areas with over 6% poverty.

In understanding how to better serve local jobseekers and businesses, and improve the local economy, stronger alignment must be structured between employer needs and jobseeker services. Under an economic development perspective, the County and the CCCWDB need to understand the role that employers, workforce assets, partnerships, and transportation play in determining the success of the economy.

### Investment Strategy

By conducting further analysis on commute patterns, public transportation infrastructure, growth and anchor industry presence, and the existence of career pathway and work-based learning programs, the County can understand how to bridge gaps in the local economy by applying knowledge of local assets and partnerships.

Figure 38

#	Employer Name	Industry	Subregion
1	AAA Northern CA Nevada & Utah	Automobile Clubs	Central
2	Bart	Transit Lines	West
3	Bayer Health Care Pharmaceuticals	Laboratories-Pharmaceutical	West
4	Bio-Rad Laboratories Inc.	Physicians/Surgeons Equipment	West
5	Chevron Corp	Oil Refiners (Manufacturers)	Central
6	Chevron Global Downstream LLC	Petroleum Products (Wholesalers)	Central
7	Concord Naval Weapons Station	Federal Government-National Security	Central
8	Contra-Costa Regional Med Center	Hospitals	Central
9	Department of Veterans Affairs	Clinics	Central
10	Doctors Medical Center	Hospitals	West
11	John Muir Clinical Lab	Laboratories-Medical	Central
12	John Muir Medical Center	Hospitals	Central
13	John Muir Medical Center	Health Services	Central
14	Kaiser	Clinics	Central
15	Kaiser Permanente	Hospitals	Central
16	Kaiser Permanente Antioch Med	Hospitals	East
17	La Raza Market	Grocers-Retail	West
18	Richmond City Offices	Government Offices	West
19	San Ramon Regional Medical Center	Hospitals	Central
20	Shell Oil Products	Oil & Gas Producers	Central
21	St Mary's College	Schools-Universities & Colleges	Central
22	Sutter Delta Medical Center	Hospitals	East
23	Tesoro Golden Eagle Refinery	Oil Refiners (Manufacturers)	Central
24	US Veterans Medical Center	Outpatient Services	Central
25	VA Outpatient Clinic	Surgical Clinic	Central

Even examining growth industries, as Figure 39 shows,<sup>ii</sup> can provide great insight into how service investment should align with employers.

**Figure 39**

Industry	2014 Jobs	2015 Jobs	Change in Jobs 2014-2015 (%)	2015 Earnings Per Worker
Limited-Service Restaurants	10,579	11,380	8%	\$18,632
Temporary Help Services	5,222	5,956	14%	\$62,799
Wired Telecommunications Carriers	4,389	4,880	11%	\$127,245
Services for the Elderly and Persons with Disabilities	9,014	9,498	5%	\$16,502
Corporate, Subsidiary, and Regional Managing Offices	8,198	8,647	5%	\$159,778
Full-Service Restaurants	13,183	13,606	3%	\$23,484
Other Scientific and Technical Consulting Services	1,921	2,224	16%	\$80,637
Natural Gas Distribution	3,329	3,628	9%	\$170,491
Elementary and Secondary Schools (Local Government)	19,976	20,270	1%	\$73,443
Offices of Physicians (except Mental Health Specialists)	6,493	6,765	4%	\$121,326

## b. Housing Costs

Another key data layer to consider when analyzing the broader workforce development system is housing and rental costs. The ever-increasing popularity of living in Contra Costa County, and even the Bay Area in general, has exponentially increased the cost of living, which in turn has a direct impact on the makeup of local residents.

Though Contra Costa County has less job growth than its neighboring counties, it has recently had greater housing availability.<sup>x</sup> Between 2011 and 2013, approximately 32,088 people moved into Contra Costa County, while only 28,011 left the County. While there is little data showing migration patterns on a subregional level in the County, it is clear that the area in general is becoming more and more popular.

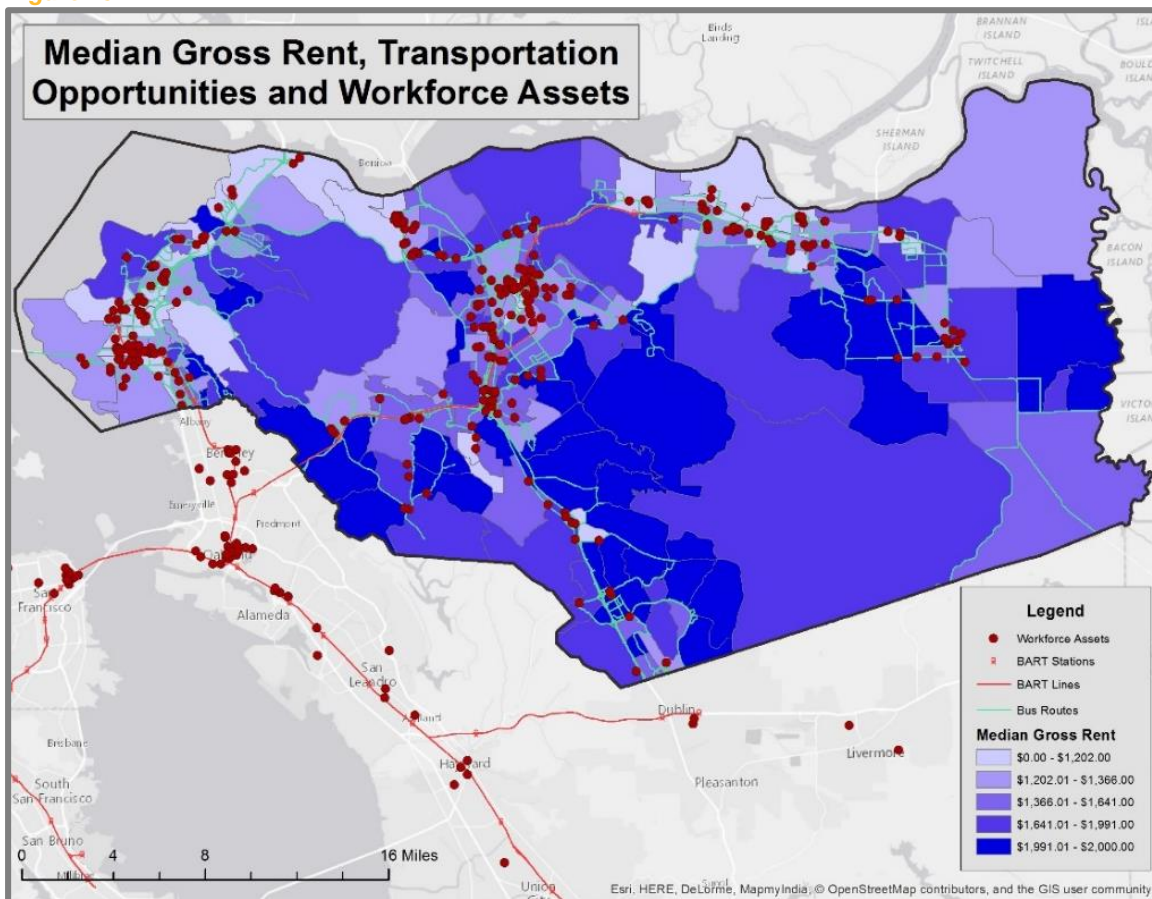


Housing

**How can we increase the assets within challenging areas for the jobseekers moving there and/or determine how to provide access to areas with large densities of assets within or outside of the County?**

The northwest portion of the East subregion and neighborhoods of greater Richmond have very inexpensive rental prices, both having some local bus access as well. It can be assumed that these areas will continue these trends of growth due to their attractive rental prices and therefore, should be considered as areas of large potential workforce and economic growth.

Figure 40





### c. Transportation

The public transportation system in the County also plays a key role in the workforce development system, providing access and therefore opportunity to jobseekers. It consists of local and regional bus systems as well as Amtrak and BART train services. For jobseekers, transportation may provide greater access to more assets and more employers. Many qualitative interviews revealed challenges experienced by service providers in the County, as individuals needing their services often cannot reach their sites by public transportation.

Figure 41 highlights areas in which there are large populations of commuters who use public transit. The majority of the 25 largest employers are accessible by public transportation. However, the largest percentages of commuters by public transportation are concentrated in small areas in the West (primarily in El Cerrito) and in the East (some of Bay Point). In the Central region, commuters using public transportation live across the entire subregion.



Transportation

Figure 41

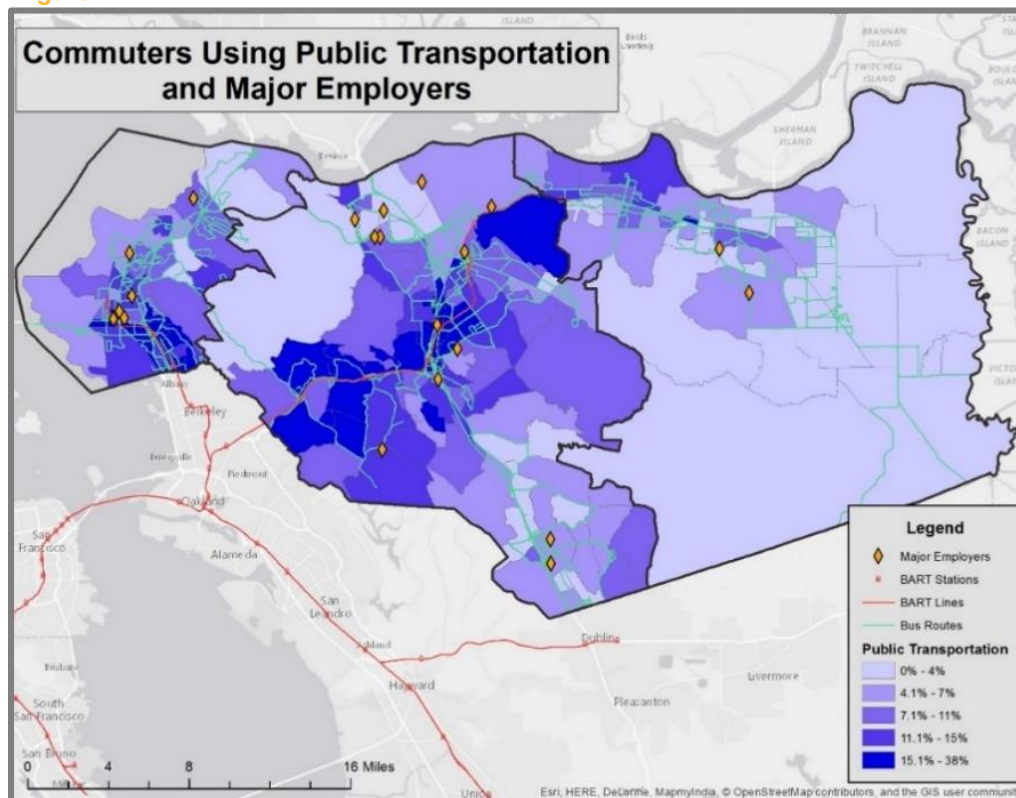
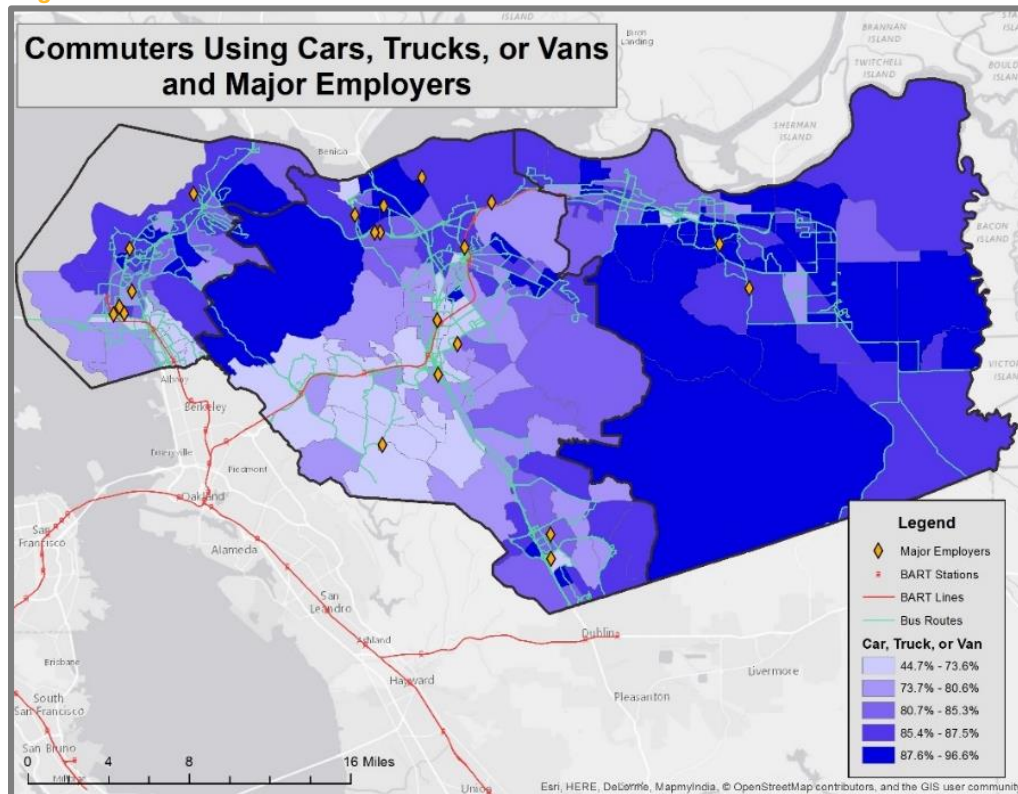


Figure 42, on the other hand, shows where individuals use their own vehicles to commute. Those using vehicles to commute have very large concentrations in the East subregion, which aligns with the notion that there is a lack of strong transportation infrastructure there so that people must rely on cars to get to work. In the East, this may present a challenge to workers, as they have to travel a far distance out of the subregion by car to reach large employers.

In 2010, the Metropolitan Transportation Commission (MTC) reported that over 92,000 Contra Costa County residents commuted to Alameda County and over 47,000 residents commuted to San Francisco County.<sup>xi</sup> Continued investigation into the County's commute patterns can help determine how to better support commuters in the East subregion – whether it be through creating more transportation infrastructure and/or helping establish more local employment opportunities.

**Figure 42**





## V. SUMMARY AND RECOMMENDATIONS

By analyzing the workforce assets across Contra Costa County and related environmental factors, the CCCWDB can leverage knowledge and understanding of local resources in serving its customers and planning for the County's economic future. The recently passed Workforce Innovation and Opportunity Act (WIOA) serves as a platform for systemic change and improvement in workforce development systems, pushing for strategic alignment and collaboration. The following strategic considerations and detailed recommendations for the CCCWDB serve as points for discussion and catalysts for change that may be ignited in the County.

### a. Considerations

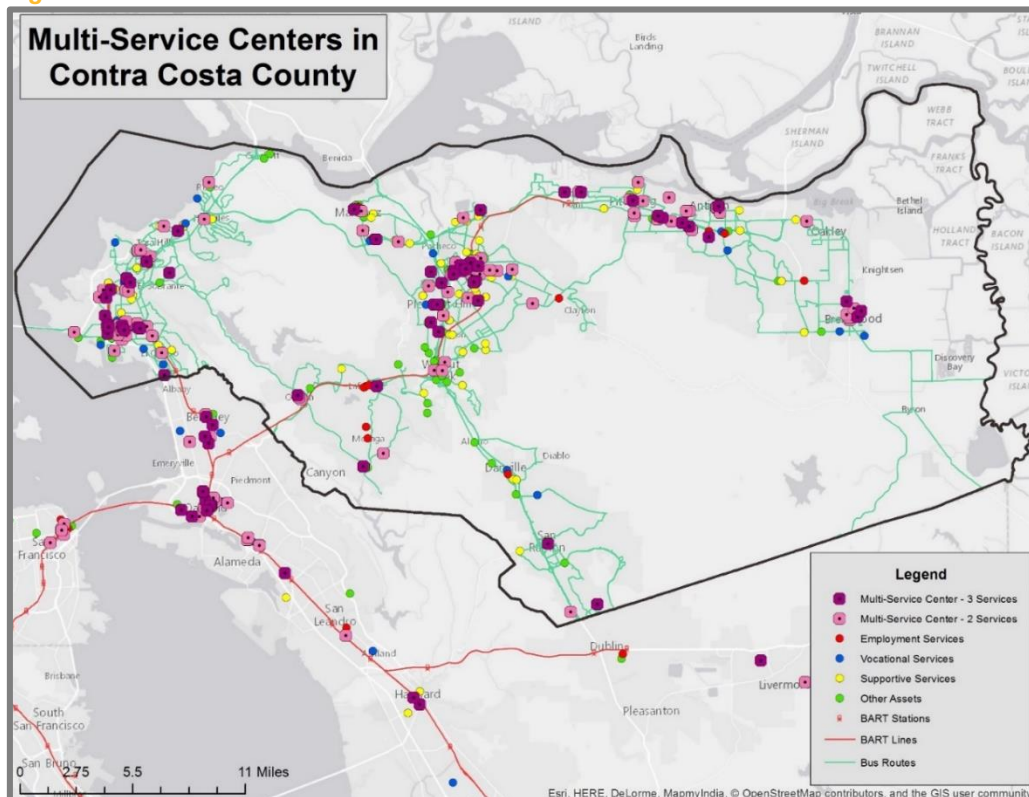


Creation of  
Multi-Service Centers

The first consideration involves examining the role of multi-service and multi-generational services in Contra Costa County. At the onset of this research project, representatives from the CCCWDB encouraged mapping of “multi-service” and “multi-generational” centers. In examining the types of assets across the subregions, it was determined that many assets provided services that are categorized under more than one asset type. The permutations of services widely ranged – examples include organizations that provide both job readiness training and transportation, individual assessments and basic skills training, or job placement and wellness/recreation programs.

Figure 43 demonstrates the distribution of these multi-service centers, defined as sites that offer services under two or three categories of assets. In defining multi-service centers in this way, one can understand which organizations provide ranges of services in one location, in a way, serving as a “one-stop” site where a single individual can receive a gamut of services. Once again, multi-service centers were concentrated in areas in clusters similar to those in Figure 9.

Figure 43



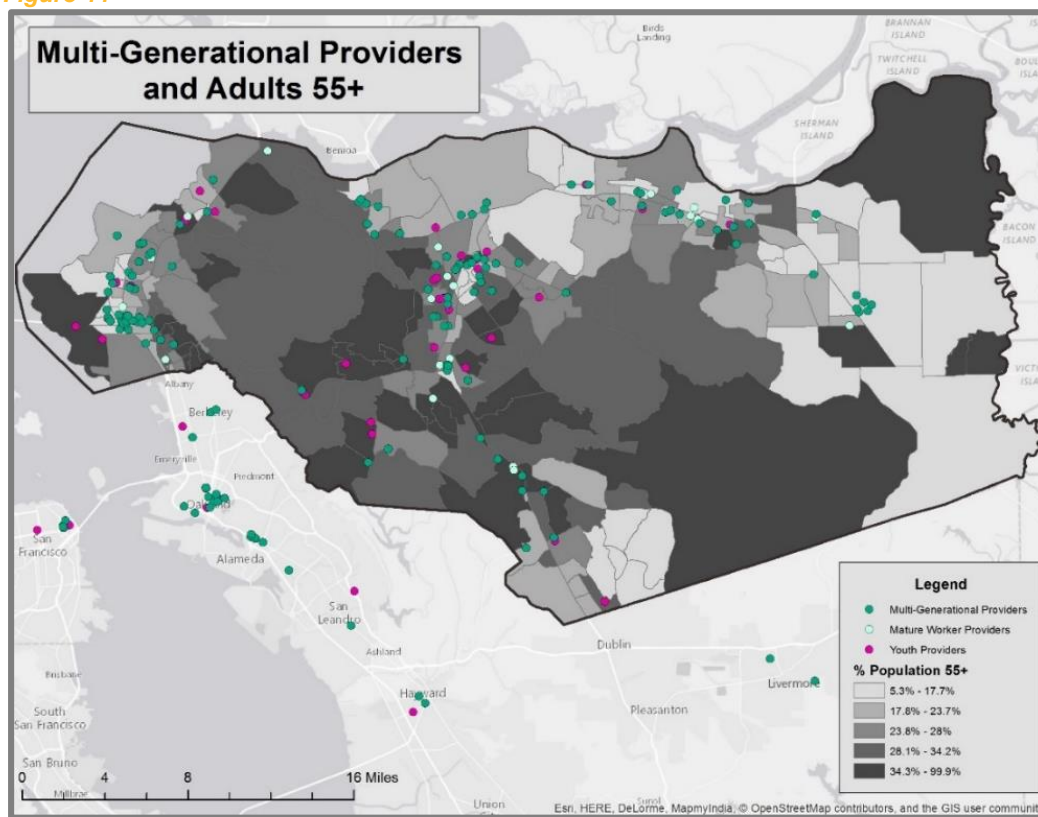
These multi-service centers presumably create more access to customers because they can receive multiple services without having to travel to multiple sites. This may be even more effective in sites that lie across major transportation lines, as individuals without cars can more easily reach these sites. In defining “multi-service” in this way, there is a large opportunity in the County to support existing multi-service centers and help single-service centers collaborate with one another to create multi-service centers.

**Multi-service centers may be defined as sites that serve multiple populations, and therefore, possibly the entire generational continuum.**

Alternatively, multi-service centers may be defined as sites that serve multiple populations, and therefore, possibly the entire generational continuum (being “multi-generational”). There are over 217,500 young people ages 0-14 and over 178,000 individuals 65 and over in Contra Costa County.<sup>iii</sup> As

mentioned, when asked about any “other” populations for which organizations have targeted programs, 83 assets reported that they target younger youth/children and 68 target seniors. Figure 44 illustrates how additional populations can be added to the workforce development mix – it includes youth providers, adult providers, and providers that target both youth and adults. Additionally, the shaded areas show the percent of seniors in a given area, showing potential opportunities for senior services.

**Figure 44**



These unemployed populations of youth and seniors, which are typically not employed due to young age or retirement, do not contribute to employment figures in the County directly. However, they do play a role in the workforce development system at large. For instance, the “Baby Boomer” generation began turning 65 in 2011, which demonstrates the trend of an aging America in which the need to care for the elderly is larger than ever. The shortage of health care workers, especially those in long-term care settings, provides a challenge for healthcare providers who struggle to find staff for these positions.<sup>xii</sup> This also presents a large opportunity for increased jobs and career pathways in health care. Interviewees also noted the possibility of connecting seniors to workforce employment and training programs available to them, even volunteer opportunities that will support the local community.

Likewise, as child care costs rise in the County, the CCCWDB must consider the effect of high costs on parents and families, who are either working or looking for employment. In Contra Costa County, the average cost for one child in a family child care home is \$175-200 per week; the average cost for one child in a child care center is \$250 per week for infants, \$200 per week for preschoolers, and \$125 per week for school-age children.<sup>xiii</sup> In this study, over 50 assets were identified to offer child care or child care subsidies. Multiple respondents cited the need to better connect the elementary education system, and even early education, with education and employment, developing preparation programs and access across the age continuum. Many of these organizations also offer child care provider training, another resource to leverage in developing jobs and career pathways in the County.

In considering the need for and expansion of multi-service/multi-generational centers, organizations can align and collaborate with one another to develop physical and/or virtual multi-service centers, especially in pockets of high poverty. The CCCWDB must first define what a successful “multi-service” center consists of, creating a definition that reflects the needs of Contra Costa County and that will be useful to refer to for strategic planning purposes.

### Consideration

- How does the County/CCCWDB define “multi-service” and/or “multi-generational” centers?
- How are the strategies around the optimal utilization of these centers defined?
- How and who can help join single-service centers together to create more multi-service centers?
- How can we envision a virtual multi-service center system via a network of organizations?
- How can the County use multi-service centers/multi-generational centers for the purposes of breaking cycles and creating long-term self-sufficiency?



Intersection of  
Education and Workforce  
Development

The second consideration involves the presence and need of vocational education and training providers in Contra Costa County. While the Central subregion has a high concentration of individuals with high educational attainment (over 50% with Bachelor’s degrees), the West and East are challenged with incredibly low levels of educational attainment. Of those over 25 years of age who were measured for educational attainment, 18% in the West and 16% in the East were not high school graduates.<sup>xiv</sup> The lowest levels of educational attainment are most concentrated in Richmond in the West subregion, parts of Concord in the Central subregion, and across the whole East subregion. Both the West and East are plighted with these low percentages, however, while the West has 54 vocational education/training assets to support these individuals, the East has only 36. Figure 45 maps vocational education/training providers, as well as community colleges in the County, across low educational attainment levels for those over 18 years of age.

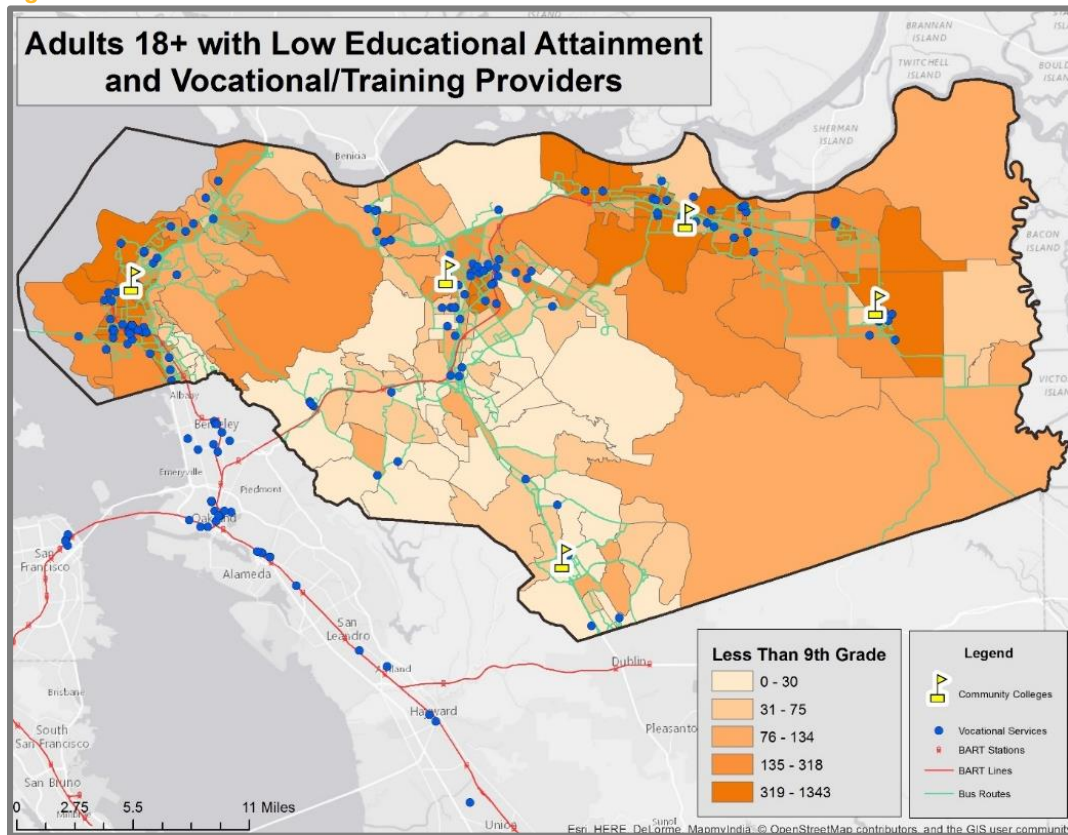
Many interviewees in this study stated that there is a large lack of alignment between the County’s educational and employment systems. Individuals suggested better pipelines through community colleges, commenting that individuals drop out of Career Technical Education programs due to lack of support. Additional case management and supportive services could better prepare and serve student in this area.

**Many interviewees believe there is a large lack of alignment between the County’s educational and employment systems.**

Other interviewees cited Assembly Bill 86, Section 76, Article 3 (AB 86) as an opportunity for community-based organizations to provide personalized services, such as case management, to those enrolled in community colleges and adult schools. AB 86, the Adult Education Consortium Planning Grant, provides planning and implementation grants to community college districts and school districts in order to help develop regional plans that support adults’ educational needs.<sup>xiv</sup> The Contra Costa County Adult Education Consortium has already engaged in this planning

process, assessing local adult education programs and developing strategies to leverage resources and better support diverse students.

Figure 45



### Consideration

- How can the CCCWDB help build connections between the education system and the workforce development system?
- How can we create greater alignment of education and training to facilitate the development of skills for the jobs that are present within the County and in neighboring areas?



Regional Approach to Service Delivery

The final consideration involves viewing the workforce development system through a regional lens, asking, "How can CCCWDB collaborate with neighboring WDBs to provide greater access to jobseekers and engage employers?" WIOA encourages a regional approach to workforce development in which local areas collaborate to align their strategies, leverage resources, and eliminate duplicative efforts.

91 assets identified in this study as local-serving assets are located outside of Contra Costa County, 62 of them being in Alameda County. In 2013, PCG conducted an asset mapping of the workforce development system in Alameda County, identifying 541 assets serving approximately 1,500,000 residents (roughly 3.5 assets per 10,000 people).<sup>xv</sup> The leaders behind the engagement were the Alameda County Workforce



Investment Board (ACWIB), the Alameda County Social Services Agency (SSA), and the Oakland Workforce Investment Board (OWIB), who saw a need to collaborate to address regional challenges.

By working with other Workforce Development Boards in this type of approach, CCCWDB too can benefit from regional strategy development and resource sharing. Multiple maps have shown that there is a high concentration of assets in metropolitan areas such as Oakland and San Francisco, which are also accessible via BART. These cities are home to high growth industries and employers that have ever-growing talent needs. CCCWDB can formally partner with the local WDBs that have jurisdictions over such areas and others to strategically develop interconnected networks of services, qualified jobseekers, and employers looking to hire. In addition, CCCWDB can connect existing initiatives (and potentially even funding streams) with other WDBs in order to work with a more developed pool of resources to serve the Bay Area on a regional level.

Formally partnering with other local WDBs will help CCCWDB develop an interconnected network of services, jobseekers, and employers.

#### *Consideration*

- How can CCCWDB collaborate with neighboring WDBs to provide greater access to jobseekers and engage employers?
- How can WIOA be used as a platform for regional strategy development and implementation?

## b. Recommendations

The results of this community asset mapping underscore the need for strategy and action to aid jobseekers, service providers, employers, and the local economy at large. By examining Contra Costa County's assets through multiple lenses of data, it is clear that while there are some great efforts in place to support this need, there are also myriad opportunities to better serve the "hardest to serve," strengthen organizational collaboration, leverage local resources, and develop systemic strategies both Countywide and for each subregion.



The following summarizing points and corresponding recommendations can help drive stronger alignment and coordination of the workforce development system in Contra Costa County. As a thought leader and convener in workforce development in Contra Costa County, the CCCWDB can help implement these strategies, using WIOA as a platform for real change.

**1) Build capacity throughout each point of the employment services continuum, especially in intake/assessment and job placement, to develop a comprehensive pipeline that leads to gainful employment**

Contra Costa County's system-wide employment services capacity is at its greatest in helping customers sharpen their soft and hard skills (Phase 2 of the continuum). However, there is a lack in services at the onset and exit of the continuum, making it difficult to intake and assess customers (Phase 1) and move them into gainful employment (Phase 3). The West subregion has more employment services than the East and Central subregions do, illustrating that the Central and East subregions must generate more employment services and/or develop direct connections to those offered in the West. Comparatively, there are many more people in need (as seen in unemployment and poverty rates) in the East subregion than in the Central, therefore, this distanced subregion has a deep-seated need for more support.

**2) Enhance the capacity of assets serving Contra Costa County to be responsive to the trends, needs, and demands of the region**

It is clear that there are many geographic areas in which the County and its assets simply do not have the capacity to offer enough support and services to those in need. The CCCWDB must discuss and determine how assets can become more aligned with subregional needs, while doing so within budget.

This strategic determination can be accomplished by increasing the capacity of existing local assets to serve their subregional populations. The CCCWDB can help provide a forum through which each subregion's lead service providers, funders, and stakeholders can further examine the subregional nuances and challenges that must be addressed through targeted service delivery. For instance, the Central subregion can brainstorm how to leverage high talent pool (the large amount of individuals with high educational attainment) to encourage more local hiring and attract small businesses to the subregion. In the East subregion, strategic decisions can be made around engaging youth and low-income individuals, especially as housing and rental prices increase and the area becomes flooded with higher populations.



### 3) Construct pipelines and partnerships to assets outside of Contra Costa County, especially in Alameda County

In this study, it was determined that 91 assets (20.7% of the total) that play a role in the County's workforce development system are located outside of Contra Costa County (62 of them being in neighboring Alameda County). While the immediate reactive thought to this statistic may be that Contra Costa County is behind Alameda in its services, it is rather the reveal of an opportunity to leverage neighboring assets who offer the same types of services to the same types of individuals. By constructing direct, deep connections with assets outside of Contra Costa County in a formal manner, the County can benefit from successful programs and generous funding streams while working to support workforce development in the Bay Area at large.

### 4) Consider demographics and the aggregate totals of assets that serve each targeted population when funding capacity building for both local assets and the One-Stop system

Each subregion has a distinctly different density of target populations and corresponding assets that serve those populations. To be effective, local workforce assets must match local need. This simple notion is easier said than done, as those with multiple barriers to employment have needs that cross over multiple assets. Various interviewees cited the need for a culture shift within the public workforce system, in that instead of viewing it as an “unemployment” system, seeing it as a system of “opportunity.” This ideal, very much mirrored in WIOA, will not come about overnight. However, it is essential that local areas continue to make strides to serve those “in need” by targeting the right types of services to them to provide these opportunities.



The County and CCCWDB can take into account these varying demographics and targeted services to fund capacity building for organizations that serve those populations and/or for the One-Stop system to better serve those needs. The West and Central subregions have the highest density of workforce assets with respect to local need. However, in interviews, many organizations cited that the County needs to put forth more efforts to reach and serve the homeless, undocumented immigrants, low-skilled workers, individuals with disabilities, and individuals with mental health barriers. While refugee/asylee and undocumented immigrant data in Contra Costa County was not accessible for this study, there were indicators of where these special populations exist (due to the services targeted for them). These “hard to serve” populations often overlap, as is the case for individuals with multiple barriers to employment. While many assets do in fact target these populations, there are still multiple gaps in serving other at-risk populations (the least amount of targeted services being for foster youth, formerly incarcerated adults, formerly incarcerated youth, refugees/asylees, high skilled workers, college students, entrepreneurs/small businesses, and undocumented immigrants).

#### Who do we need to serve the most?

In expanding the capacity of local assets, the CCCWDB and funding entities must begin with the end in mind and ask, “Who do we need to serve the most?” By understanding the presence and needs of specific target populations, the CCCWDB can provide guidance to organizations that are looking to collaborate – bringing together organizations that either serve the same populations (to increase their overall target of that group) or convening organizations that serve varied populations in the same area (to develop a site that matches local differences). Capacity building, in regards to changing demographics of County residents, can help match services to local need. For instance, as affordable housing is becoming less available, poverty can easily deepen, which may create even larger social issues, like homelessness.



## 5) Enhance the capacity of existing multi-service centers and develop new ones by aligning existing single-service centers

Multi-service centers present a large investment opportunity to the County. When defining multi-service centers as those that offer multiple services under multiple categories of assets (e.g. employment services, vocational education/training, and supportive services), sites function similarly to One-Stop Career Centers, providing many resources and tools at one location. As organizations that offer only one service or a select few services look to infiltrate and engage the community, they can collaborate and partner with one another to create physical and/or virtual multi-service centers, especially in pockets of high poverty or in areas that lack transportation infrastructure. These multi-service centers can be packed with services and staff, have a larger name and presence in the local community, and pool together funding allocations to provide more, improved programs – a capacity that small, single-service centers most likely would not have.

First, the CCCWDB must determine what an optimal multi-service center looks like in regards to the needs of the County. For instance, is it more important to have sites that offer multiple service types to one individual or to have sites that offer the same type of service to multiple populations or age groups? Once this is determined, the CCCWDB can collaborate with local assets to increase their partnerships with existing multi-service centers and to help facilitate partnerships with current small, single-service centers. The CCCWDB can also connect One-Stop Career Centers to these assets in each subregion to collaborate through partnerships, system alignment, and funding strategies. In implementing these strategies, the CCCWDB will also discuss how multi-service centers can support efforts to break cycles of poverty and unemployment while promoting long-term self-sufficiency for their clients.

**What constitutes an optimal multi-service center?**

## 6) Bridge the gap between education and employment, increasing joint efforts between community colleges and workforce development in providing access to student jobseekers and engaging employers

There is much to be said around increasing employment services in the County as they intend to set up a direct pipeline to employment. However, without the proper education and training, individuals in the Bay Area today will be unequipped to obtain and sustain meaningful employment. Many interviewees described that the education and employment systems in the County lack alignment. By increasing the capacity of vocational education and training in the County, especially in areas of low educational attainment, the County can then direct trained individuals into career pathways for local employers – supporting local hiring and business development.

The right kinds of programs must be developed to lead to employment, both within Contra Costa County and in neighboring counties. Training and education that is applicable to the needs of the local labor market will help weave an individual into a fulfilling career path. Continued joint efforts between the CCCWDB, local employers, and community colleges in work-based learning opportunities and career pathway development can help guide jobseekers into employment and further define the key, local sectors around which further workforce and economic development strategies can be developed. In addition, collaboration through satellite services and access points for training at community colleges with further integrate employment and education to reach students who are preparing for “real world” work.



**7) Align youth service investments to mirror youth population densities and youth needs, especially in the East subregion**

The CCCWDB's Local Strategic Workforce Plan cites youth as a target population for which the goal is to "increase the number of high school students, with emphasis on at-risk youth and those from low-income communities, who graduate prepared for postsecondary vocational training, further education, and/or a career."<sup>xvi</sup> In the Central and East subregions (the East in particular), there are areas that are densely populated with youth but lack a presence of youth providers. There are simply far too few assets to serve these subregional youth populations. With WIOA's ever-pressing push to serve youth, particularly out of school youth, it is critical that the CCCWDB helps local assets find, reach, and support this population.

**With WIOA's push to serve youth, particularly out of school youth, it is critical that the CCCWDB helps local assets find, reach, and support this population.**

The County and CCCWDB must begin to understand the trends of youth population density within subregions and target services that reflect those populations. For instance, a high

concentration of older youth in a given subregion may suggest the need for greater service strategies that target older youth and provide linkages for them from education to employment. Youth-serving organizations can also collaborate to create youth "hubs" (another type of multi-service center) in which young people can receive services and training as well as enjoy the camaraderie of a peer network.

**8) Partner in a deeper, more meaningful way with the foundation community and non-traditional and discretionary funding streams**



The "other assets" category in these asset maps include foundations and non-traditional and discretionary funding streams that support the local workforce development system. There are countless opportunities for the CCCWDB to develop aligned partnerships with this community, as both spaces want to serve the same underserved populations.

The CCCWDB can share this inventory and ideas for collaboration with these funding sources to, together, craft a partnership that has a shared vision and strategy to reach and serve specific local populations. This will also allow these funding partners to become even more aware of current workforce development investments and work with the CCCWDB to determine how to strategically distribute their funding sources to multi-service centers.

**9) Conduct a countywide study of local employers, anchor institutions, commute patterns, and migration patterns to investigate and prepare for local employment needs and trends**

Understanding local workforce development assets is just the tip of the iceberg of analyzing the workforce development system in Contra Costa County – local employers and industry presence must be considered as well. The CCCWDB must continue to research and analyze the presence and influence of employers as related to community need. Analysis of local anchor institutions, place-based entities that directly tie to community need, could greatly enhance the County's strategic planning process, as these large employers often have initiatives and funding streams in place that are either

**Analysis of local anchor institutions could greatly enhance the County's strategic planning process.**

duplicative of the County system or could be opportunities for collaboration with the CCCWDB.

Though there is not yet sufficient County data that documents the major employer presence in the County, even CA EDD's list of the top 25 employers in the County proves that there is a wealth of information to explore there (as the majority of them are concentrated in the Central subregion while there are very few in the East and West). In addition, as the popularity of industry-recognized credentials, nanodegrees, and boot camps continues to grow, there is a pressing need to engage key employers in both the employment services continuum and in vocational education and training systems (ensuring that curriculum aligns with their employment needs). The CCCWDB can map opportunities to career pathways that will cause foundational coursework which opens up doors to multiple local industries, both inside and outside of Contra Costa County.

Continued research on commute patterns and migration patterns will also shed light on the future of the County's workforce system. Such research can predict the growing or shrinking subregional populations (including age concentrations) and corresponding cost of living increases or decreases. These findings can then predict the future presence of employers in each subregion and in the County as a whole, as population figures and housing costs may make some areas more or less attractive to new employers. By beginning with this end in mind, the CCCWDB can be one step ahead of the next iteration of the workforce system in Contra Costa County, driving decisions using hard data.

#### 10) Employ innovation and technology to increase access and fill gaps in capacity, both inside and outside of the County

The County and CCCWDB, now with a keen understanding of capacity gaps in the local system, can weave innovations into the way services are provided to jobseekers. Technology serves as a mechanism to better engage and communicate with jobseekers, especially the large densities of youth in Contra Costa County (who are very engaged with technology). The large geographic size of the County and its related transportation challenges highlight the need to develop access to individuals in ways other than brick and mortar service centers. Whether it be through appointment reminders via text messages, online/virtual partnerships, or mobile sites, the workforce development system can incorporate technology to make and sustain connections with jobseekers, while also providing them with greater access to services. Technology can help connect individuals to services in other counties as well, leveraging regional capacities already in existence.



Other innovative methods of increasing physical access, such as partnerships with local library systems, will allow services to penetrate each subregion and become even more accessible to subregional populations, especially those with limited transportation options. These new access points will also serve to increase capacity in the overall system, filling in the highlighted gaps that the County currently experiences.

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**Assets are not all created equal. Many other assets, in areas other than workforce development, are critical to the County's success and the well-being of its residents (e.g. Temporary Assistance to Needy Families, K-12 school districts, child welfare, etc.). To expand on this study's findings and considerations, it is recommended that asset mapping engagements are weaved through multiple County departments to gain a comprehensive understanding of the public systems in Contra Costa County.**

## NOTES

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- <sup>xii</sup> Committee on the Future Health Care Workforce for Older Americans, Institute of Medicine. (2008). *Retooling for an aging America: building the health care workforce*. Retrieved from: <http://www.eldercareworkforce.org/files/documents/research/IOM-Report.pdf>
- <sup>xiii</sup> Contra Costa Child Care Council. (2014). *Paying for care*. Retrieved from: <https://www.cocokids.org/resource-referral/paying-for-care/>
- <sup>xiv</sup> AB 86 Contra Costa County Adult Education Consortium. (2015). *Regional comprehensive plan – final report*. Retrieved from: <http://aebg.cccco.edu/portals/1/docs/plans/13-328-12-Contra%20Costa-3.1.15%20Final%20Plan.pdf>
- <sup>xv</sup> Public Consulting Group, Inc. (2013). *Alameda County environmental scan and asset mapping final report*.
- <sup>xvi</sup> Workforce Development Board of Contra Costa County. (2013). *Strategic workforce development plan 2013-2017*. Retrieved from: <http://wdbccc.com/>.

**County of Contra Costa**  
**OFFICE OF THE COUNTY ADMINISTRATOR**  
**MEMORANDUM**

**COMMUNITY CORRECTIONS PARTNERSHIP**

**5.**

**Meeting Date:** 03/04/2016  
**SUBJECT:** Presentation from RDA: Proposed Implementation Assistance Options  
**FROM:** David Twa, County Administrator  
**DEPARTMENT:** County Administrator

---

**RECOMMENDATION:**

APPROVE an option for implementation assistance on various recommendations provided by Resource Development Associates over the course of their data evaluation processes.

**BACKGROUND:**

The Community Corrections Partnership has allocated funding in the County Administrators' Office to provide for comprehensive data collection and program evaluation services. The County conducted a public request for proposals process and secured the services of Resource Development Associates in 2013.

Since that time, RDA has been assisting the County and the CCP with critical AB 109 program review and analysis. The focus for FY 2014/15 had been program services provided by community based organizations and the development of data dashboards for use by certain AB 109 stakeholders. For FY 2015/16, RDA has been focusing on program reviews of county departments.

**DISCUSSION:**

Today's presentation will describe three options for implementation assistance by RDA related to various recommendations provided over the course of their work with the County on AB 109 data evaluation.

**FISCAL IMPACT (if any):**

No fiscal impact. This report is informational only.

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**Attachments**

RDA Planning and Implementation Assistance Proposals

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# CONTRA COSTA COUNTY AB 109 EVALUATION PLANNING & IMPLEMENTATION SUPPORT

February 8, 2016

Mikaela Rabinowitz, Ph.D.

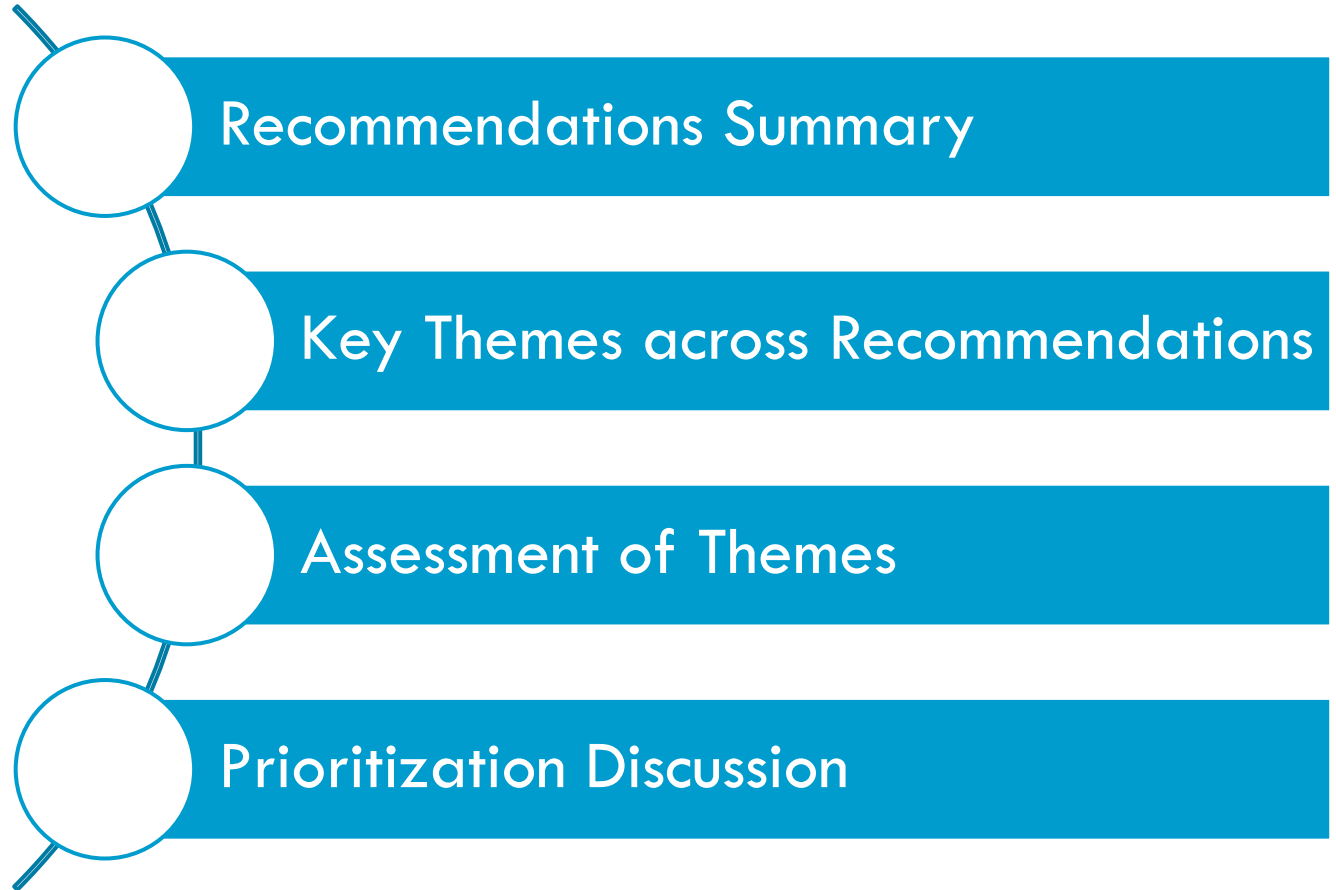
Amalia Egri Freedman

Presented to the CCC QAC

# QAC Agenda Item Summary

## Meeting Objectives:

- Review themes across recommendations reports
- Identify priorities for planning and implementation support





# Recommendations Summary

A summary of recommendations across past  
Evaluation Reports

# Summary of Recommended Areas for Improvement

Recommendations	Jun-14	May-15	Jan-16
Ensure Consistent Vision for AB 109 Implementation		X	X
Establish Lead Entities and Processes for AB 109 Administration & Decision-making	X		X
Align Assessment Tools with Service Delivery Infrastructure	X	X	
Build Data Infrastructure and Data Sharing Processes	X	X	
Improve Collaboration among CCC Agencies	X	X	X
Improve Collaboration between CCC and CBOs	X	X	X
Establish Collaborative Pre-release Planning Process	X	X	X
Expand Pretrial Services Program		X	X
Streamline Post-Release Referral Process, Increase Coordinated Case Management	X	X	X

# Context for Recommended

- Ensure Consistent Vision for AB 109 Implementation: Better fit for longer, more comprehensive planning process
- Expand Pretrial Services: Involvement of courts increases complexity
  - ▣ May not be ideal area for initial planning/implementation support
- Build Data Capacity Infrastructure and Data Sharing Processes: Not all departments have implemented data systems to facilitate data sharing
- Improve Collaboration among CCC Departments and between CCC Depts and CBOs: Different Depts and CBOs need to coordination/collaborate for different reasons, so this broad issue is best addressed through targeted efforts

# Assessment of Themes

Challenges, opportunities and stakeholders for each of the most prominent areas for planning/implementation support

# Establish Collaborative Pre-release Planning Process

## Opportunities

- Address consistent challenges in a defined arena: AB 109 vision, practices for cross-system collaboration, first stage of a referral system

## Challenges

- Multiple entities with varying vision for pre-release access and services
- Coordinating access/services in an unpredictable environment
- Physical limitations of County detention facilities

## Stakeholders

- County Depts: Sheriff, Probation, BHS, DHS, County Office of Education
- Housing and other CBO service providers
- Reentry Network Manager & Field Ops Coordinators, Reentry Success Center Director & other staff?

# Streamline Post-Release Referral Process, Increase Coordinated Case Management

## Opportunities

- Create more seamless service delivery system
- Establish collaboration practices across the system

## Challenges

- CAIS tool does not align to program domains
- “Ownership” for referral tracking has not been established
- Different referral environments based on county geography

## Stakeholders

- County Depts: Probation, BHS, WDB
- Reentry Network Manager & Field Ops Coordinators, Reentry Success Center Director & other staff
- Housing and other CBO service providers



# Establish Processes and Lead Entities for AB 109 Administration & Decision-making

## Opportunities

- Leverage QAC to assign and resolve issues as they arise
- Establish defined roles while developing issue resolution and reporting practices across the system

## Challenges

- Requires multi-level collaboration across County leadership and agency teams

## Stakeholders

- All County AB 109 stakeholders

# Prioritization Discussion

Discussion and selection of areas for further implementation planning and support

# Next Steps

1. Confirm area for further work
2. Identify small group to serve as workgroup steering committee, determine priorities, timeline, and stakeholders
3. RDA to develop workplan and facilitate workgroup kickoff
4. RDA to work with steering committee to implement workplan
5. Report to QAC at regular intervals

**County of Contra Costa**  
**OFFICE OF THE COUNTY ADMINISTRATOR**  
**MEMORANDUM**

**COMMUNITY CORRECTIONS PARTNERSHIP**

**6.**

**Meeting Date:** 03/04/2016  
**SUBJECT:** Presentation from RDA: Review of FY 2014/15 AB 109 Annual Report  
**FROM:** David Twa, County Administrator  
**DEPARTMENT:** County Administrator

---

**RECOMMENDATION:**

REVIEW and ACCEPT the FY 2014/15 AB 109 Annual Report assembled by Resource Development Associates (RDA), on behalf of the CCP, for Contra Costa County

**BACKGROUND:**

The Community Corrections Partnership has allocated funding in the County Administrators' Office to provide for comprehensive data collection and program evaluation services. The County conducted a public request for proposals process and secured the services of Resource Development Associates in 2013.

Since that time, RDA has been assisting the County and the CCP with critical AB 109 program review and analysis. The focus for FY 2014/15 had been program services provided by community based organizations and the development of data dashboards for use by certain AB 109 stakeholders. For FY 2015/16, RDA has been focusing on program reviews of county departments.

**DISCUSSION:**

Today's presentation will include a discussion of the FY 2014/15 AB 109 Annual Report assembled by RDA following discussions at prior meetings with the CCP.

**FISCAL IMPACT (if any):**

No fiscal impact. This report is informational only.

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**Attachments**

FY 2014/15 AB 109 Annual Report

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# Public Safety Realignment in Contra Costa County

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**AB 109 Annual Report for Fiscal Year 2014/15**



**Prepared by:**

**Resource Development Associates**



The following AB 109 Public Safety Realignment Annual Report was prepared by Resource Development Associates (RDA), with oversight from the Community Corrections Partnership of Contra Costa County.

## Community Corrections Partnership of Contra Costa County

Philip Kader, Chief Probation Officer, Chair	Stephen Baiter, Workforce Development Director
David Livingston, Sheriff of Contra Costa County	Roosevelt Terry, Community Based Organizations Representative
Brian Addington, Pittsburg Police Chief	Kathy Gallagher, Employment and Human Services Director
Mark Peterson, District Attorney	Cynthia Belon, Behavioral Health Director
Mimi Lyster-Zemmelman, Superior Court designee	David Twa, County Administrator
Robin Lipetzky, Public Defender	Fatima Matal Sol, Alcohol and Other Drugs Director
Devorah Levine, Victim's Representative	Karen Sakata, County Office of Education Representative

### Staff Assigned to CCP

Lara DeLaney, Senior Deputy County Administrator

Timothy M. Ewell, Senior Deputy County Administrator

Donte Blue, County Reentry Coordinator



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# Introduction to the Report

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This report provides an overview of AB 109-related activities undertaken in Contra Costa County during the 2014-2015 Fiscal Year (FY 14/15), with a focus on understanding the impact of AB 109 County Departments and contracted service providers. Toward this end, this report describes the volume and type of services provided by all of the County's AB 109 partners over the course of the year followed by a brief overview

As context for these activities, the report begins with an overview of the legislative impact of AB 109 on California counties and a discussion of Contra Costa County's response to Public Safety Realignment. This is followed by an in-depth look at the AB 109-related supervision and services provided by each of Contra Costa County's AB 109-funded departments, as well as the cross-departmental Pretrial Services program. The departments included in this report, listed in alphabetical order, are:

- Behavioral Health Services
- Detention Health Services
- District Attorney's Office
- Office of the Public Defender
- Pretrial Services
- Probation Department
- Sheriff's Office
- Workforce Development Board

After summarizing the implementation and impact of AB 109 across County departments this report describes services each of the AB 109-contracted community based organizations provides, highlighting the referrals they received from Probation, as well as the total number of enrollments and successful completions of program services over the course of the year. Finally this report concludes with an overview of AB 109 population outcomes and a discussion of the County's AB 109 priorities moving forward into FY 15/16 and beyond.

## A Note on Data

The RDA team worked with each County Department, as well as seven community-based organizations (CBOs) contracted to provide AB 109 services, in order to obtain the data necessary for the following report. Because data was collected across a variety of departments who track AB 109 client measures differently, we caution against making direct comparisons from figures across department sections. Moreover, because each department has a separate data system and track AB 109 client data disparately, some measures such as the percentage of the AB 109 population under supervision with new criminal charges and/or convictions during FY 14/15 could not be calculated without tracking individuals across departments.

# Realignment in Contra Costa County

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## Legislative Impacts of AB 109

Largely a response to prison overcrowding in California, the Public Safety Realignment Act (Assembly Bill (AB) 109) was signed into law in 2011, taking effect on October 1, 2011. AB 109 transferred the responsibility of supervising specific lower-level incarcerated individuals and parolees from the California Department of Corrections and Rehabilitation (CDCR) to counties, realigning three major areas of the criminal justice system. Specifically, AB 109:

- ❖ Transferred the location of incarceration for individuals incarcerated for lower-level offenses (specified non-violent, non-serious, non-sex offenders) from state prison to local county jail and provided for an expanded role for post-release supervision for these offenders;
- ❖ Transferred the responsibility for post-release supervision of individuals incarcerated for lower-level offenses (those released from prison after having served a sentence for a non-violent, non-serious, and non-sex offense) from the state to the county level by creating a new category of supervision called Post-Release Community Supervision (PRCS);
- ❖ Shifted the responsibility for processing certain parole revocations from the state Parole Board to the local court system; and
- ❖ Shifted the responsibility for housing revoked supervision clients affected by the above changes from CDCR to county detention facilities.

There are three new populations for which the County is now responsible for housing and supervising, all classified under AB 109. These populations include:

- ❖ **Post-Release Community Supervisees:** County probation departments now supervise a specified population of incarcerated individuals discharging from prison whose commitment offense was non-violent and non-serious.
- ❖ **Parolees:** Parolees – excluding those serving life terms – who violate the terms of their parole serve any detention sanction in the local jail rather than state prison. In addition, as of July 1, 2013 local courts are now responsible for parole revocation hearings for parolees who violate the terms of their parole, rather than the state Parole Board.
- ❖ **1170(h) Sentenced defendants:** Individuals convicted of non-violent or non-serious felonies serve their sentence under the jurisdiction of the county instead of state prison. Sentences are now

served either in county jail, on felony probation or on a split sentence (where part of the term is served in jail and part under supervision by the county probation department).

In addition to transferring the responsibility of housing and supervising these populations from the state to the County, AB 109 also required that the County use AB 109 funding towards building partnerships with local health and social service agencies and community based services to provide supportive services designed to facilitate the successful reentry and reintegration of AB 109 individuals into the community and reduce the likelihood that they would recidivate.

## **Contra Costa County's Approach to Public Safety Realignment**

After the enactment of AB 109, the Executive Committee of Contra Costa County's Community Corrections Partnership (CCP) developed an AB 109 Public Safety Realignment Implementation Plan approved by the County's Board of Supervisors. During the first two years of Public Safety Realignment the County focused on absorbing the impacts of AB 109 across County Departments, using data to inform decision making around how best to prepare for housing and supervising the AB 109 population. During this time Contra Costa County also established an AB 109 Operational Plan and worked towards developing a coordinated reentry infrastructure, emphasizing the use of evidence based practices (EBPs) for serving the AB 109 reentry population.

Contra Costa County's overarching approach to AB 109 implementation has largely centered on developing formalized partnerships between different law enforcement agencies, as well as partnerships between law enforcement agencies and health or social service agencies, such as Behavioral Health Services (BHS) and AB 109-contracted community-based organizations (CBOs). For instance the Sheriff's Department and Probation have increased coordination with each other so that Deputy Probation Officers (DPOs) have greater access to County jails than they did prior to AB 109. Probation has also increased communication and collaboration with BHS and AB 109-contracted CBOs resulting in a greater number of referrals to reentry support services that are in place to help returning citizens successfully reintegrate into the community.

With Public Safety Realignment no longer new to the County by FY 13/14, Contra Costa County shifted its focus from adapting to AB 109 to further developing County capacity to serve the AB 109 population. During FY 13/14 the County launched the Pretrial Services Program, a collaborative endeavor with the Office of the Public Defender, Probation, the Sheriff's Department, and the District Attorney's Office aimed at reducing the pretrial custody population; Contra Costa County also hired Resource Development Associates (RDA) to support their AB 109 operations through a series of evaluation and data collection activities including an assessment of the County's data capacity and infrastructure as well as an evaluation of AB 109 implementation.

FY 14/15 was devoted to the further development of the County's reentry system, as collaborative partnerships between law enforcement partners and community based service providers continued to develop and evolve. In particular, FY 14/15 saw the opening of the Network Reentry System of Services



for Returning Citizens in East and Central County. In addition, significant progress was made toward establishing the Reentry Success Center in West County, which opened in October 2015.

The County continued to invest in evaluative efforts as well during FY 14/15; Contra Costa County invested in an evaluation of AB 109-contracted community-based service providers and an analysis of the impact of the County's AB 109 programs and services on client recidivism in order to better inform their understanding of the effectiveness of the County's reentry system in helping the AB 109 reentry population successfully reintegrate into the community.

# County Department Impacts (FY 14-15)

Public Safety Realignment shifted the responsibility of housing and supervising certain individuals incarcerated for lower-level offenses from the state to the County, and also required that the County use AB 109 funding towards building partnerships between County departments to provide coordinated and evidence-based supervision of, and services for, the AB 109 reentry population. The sections below summarize how AB 109 has impacted County Departments by highlighting the volume and types of supervision and services provided to the AB 109 population across the County.

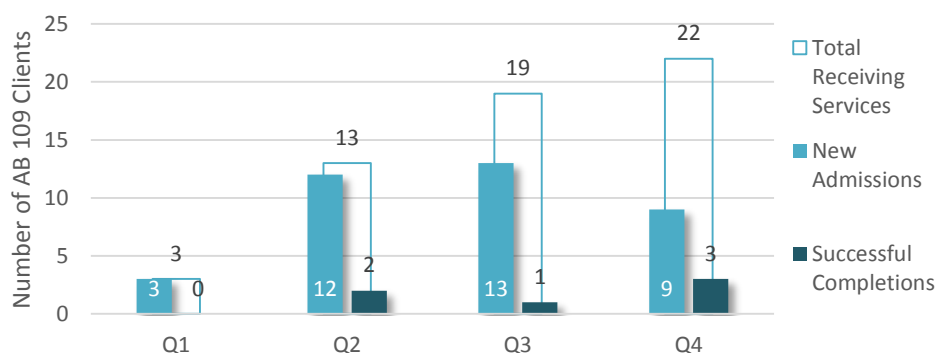
## Behavioral Health Services

The BHS Division combines Alcohol and Other Drugs Services (AODS), the Homeless Program, Forensic Mental Health Services, and Public Benefits into an integrated system of care. BHS partners with clients, families, and community-based organizations to provide services to the AB 109 population. While BHS provided services for the reentry population prior to the start of AB 109, Realignment resulted in an increased focus on and funding for serving these clients. The sections below demonstrate the number of AB 109 individuals receiving services from each department over the course of the 14/15 fiscal year.

## Alcohol and Other Drugs Division

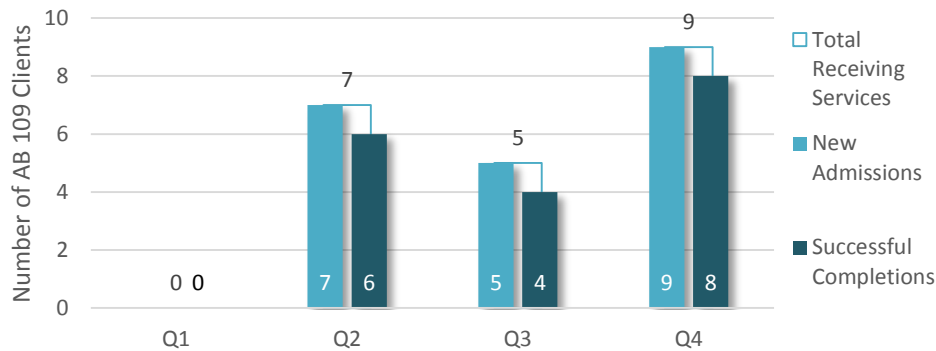
The AODS division of BHS operates a community-based continuum of substance abuse treatment services to meet the level of care needs for each AB 109 client referred. As shown in Figure 1, AODS provided outpatient services to an increasing number of AB 109 clients throughout FY 14/15. During that timeframe, a total of 37 clients were admitted to outpatient treatment and six successfully completed outpatient treatment services.

**Figure 1: Outpatient Treatment Services**



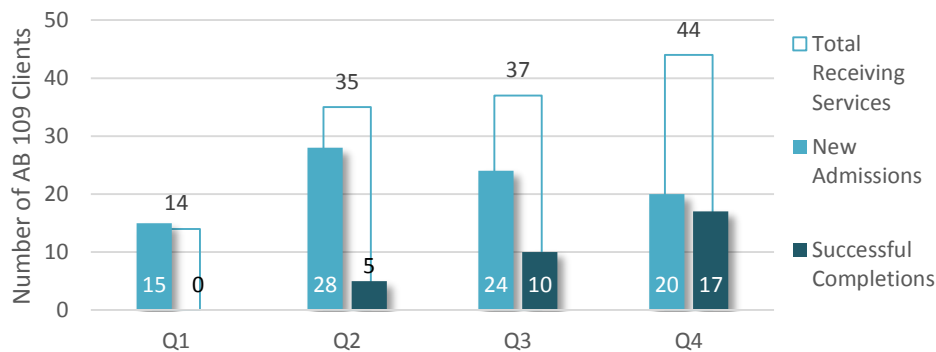
For AB 109 clients in need of acute withdrawal services, AODS provides residential detoxification treatment. During FY 14/15 AODS providers admitted 21 AB 109 clients to residential detox. As shown in Figure 2, 18 clients successfully completed residential detox during that year.

**Figure 2: Residential Detoxification Services**



AODS also provides residential substance abuse treatment to clients on AB 109 supervision. As shown in Figure 3, AODS provided residential treatment services to an increasing number of AB 109 clients as the year progressed. During FY 14/15 the County admitted 87 AB 109 clients to residential treatment, and 32 clients successfully completed residential services. Additionally, the number of clients completing services increased throughout the year.

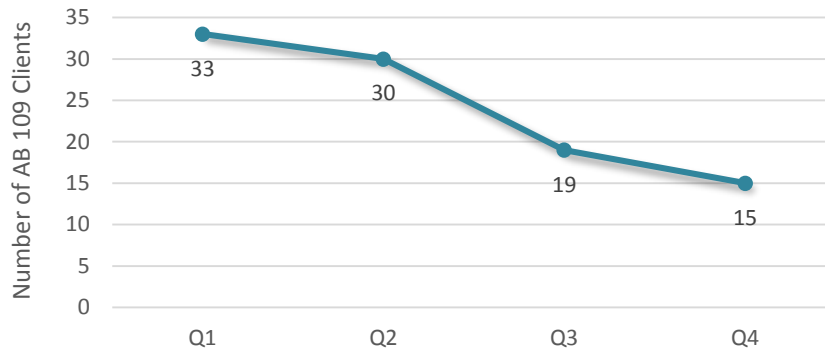
**Figure 3: Residential Treatment Services**



## Homeless Program

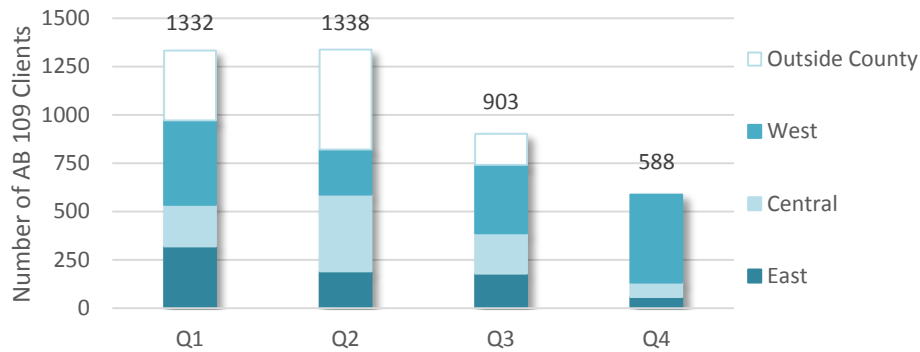
In FY 14/15, the County's Homeless Program served 33 AB 109 individuals in the first quarter, 30 in the second, 19 in the third, and 15 in the fourth, as shown in Figure 4.

**Figure 4: AB 109 individuals provided Homeless Services**



The total number of bed-nights utilized by the AB 109 population are provided in Figure 5 below, which shows that total bed-nights utilized by the AB 109 population at shelters in and out of the County declined during the fiscal year.

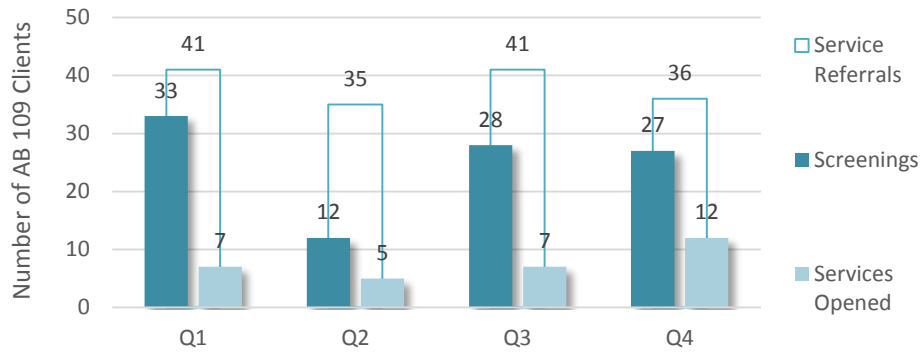
**Figure 5: Total bed-nights utilized by AB 109 population**



## Mental Health Division

Forensics Mental Health collaborates with Probation to support successful community reintegration of individuals with co-occurring mental health and substance related disorders. Services include assessment, groups and community case management. As indicated in Figure 6, Probation referred over 150 AB 109 clients to Forensic Mental Health services, of whom 100 received mental health screenings, and from which 31 opened services.

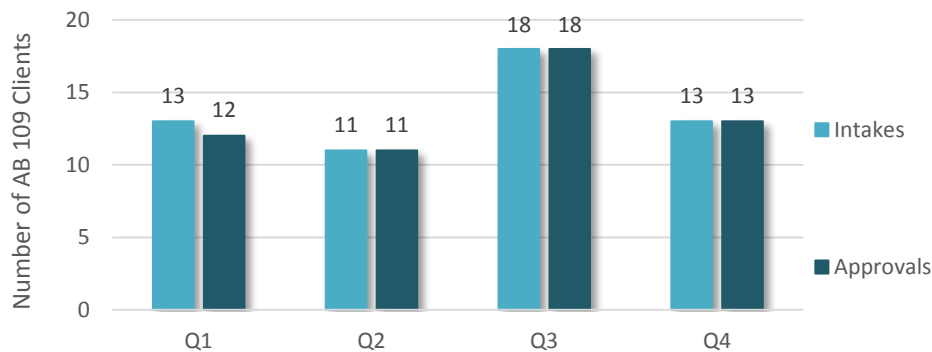
**Figure 6: Clients referred to, screened for, and received Forensic Mental Health services**



## Public Benefits

BHS also assists AB 109 clients with applying for public benefits, including Medi-Cal, General Assistance, CalFresh, and Social Security Disability Income/Supplemental Security Income (SSDI/SSI). Figure 7 displays the number of AB 109 clients assisted with applications for Medi-Cal in FY 14/15, and the number of applications approved by the State.

**Figure 7: Medi-Cal intakes and approvals**



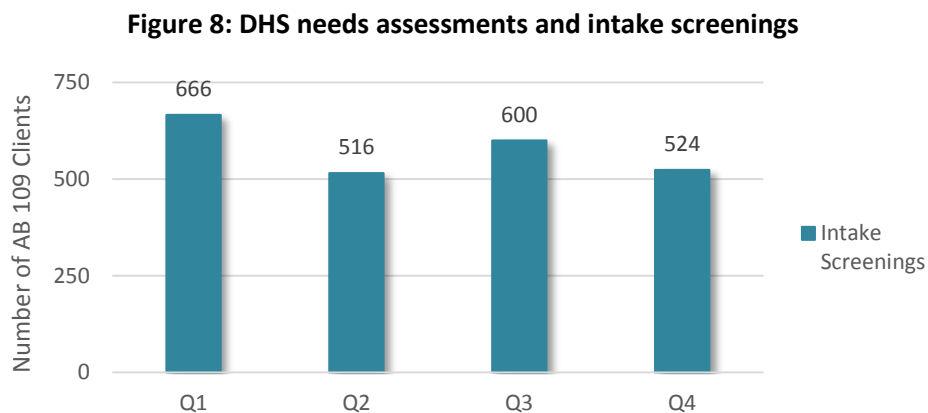
In contrast, almost no AB 109 clients are assessed for or enrolled in other benefits, such as General Assistance, CalFresh, and SSDI/SSI benefit applications than Medi-Cal applications. Table 1 displays the number of AB 109 client intakes and approvals for public benefits.

**Table 1: AB 109 client GA, CalFresh, and SSDI/SSI intakes and approvals**

	Q1		Q2		Q3		Q4	
	Intakes	Approvals	Intakes	Approvals	Intakes	Approvals	Intakes	Approvals
GA	2	2	0	0	0	0	0	0
CalFresh	2	1	0	0	0	0	1	1
SSDI/SSI	2	0	2	0	5	0	1	0

## Detention Health Services

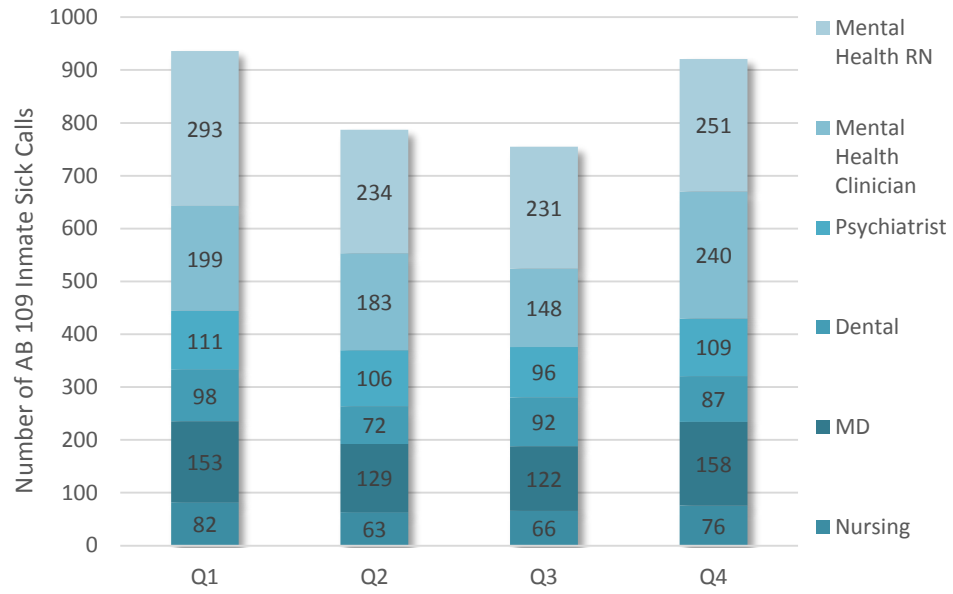
Contra Costa County's Detention Health Services Department (DHS) provides health care to all incarcerated individuals – including AB 109 individuals – housed within the County. DHS provides in-custody access to nurses, doctors, dentists, mental health clinicians, and psychiatrists who provide medical and mental health care for all AB 109 individuals in custody. The County's detention facilities provide basic health screenings to all new individuals in custody, including AB 109 individuals. Figure 8 displays the number of AB 109 individuals who were provided intake health screening across each quarter of FY 14/15.



In addition to these screenings, DHS provides an array of health-related services to all individuals incarcerated in the County's detention facilities, including physical, behavioral, and dental care. Figure 9 displays the distribution of sick calls (i.e., in person appointments) provided for AB 109 individuals in FY 14/15.



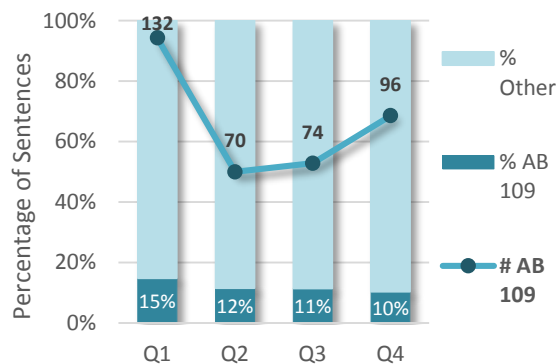
**Figure 9: Types of DHS sick calls**



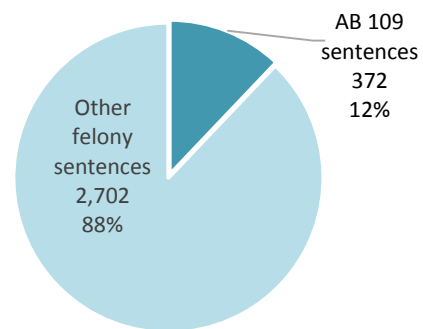
## District Attorney's Office

The District Attorney's Office (DA) functions to protect the community by prosecuting crimes and recommending sentences intended to increase public safety. Certain felony charges, if convicted, result in AB 109 sentences. As shown in both Figure 10 and Figure 11 below, slightly over 10% of all convicted felonies in the County in FY 14/15 resulted in AB 109 sentences.

**Figure 10: Number of AB 109 sentences as a percentage of all felony sentences, by FY 14/15 quarter**

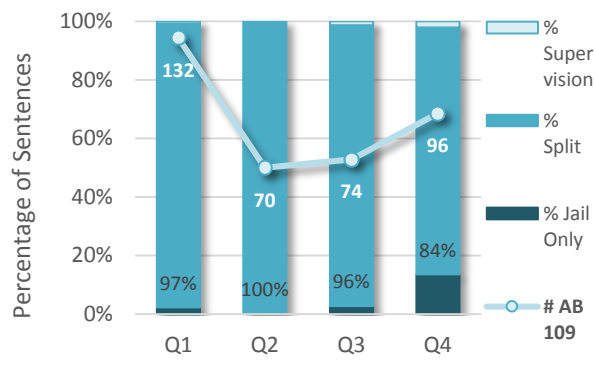


**Figure 11: Number of AB 109 sentences as a percentage of all felony sentences, all FY 14/15**

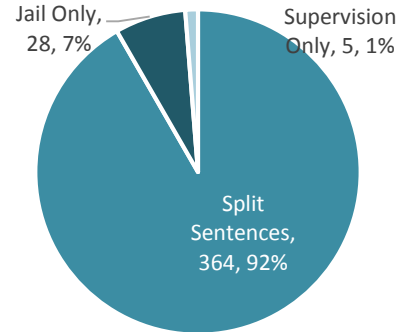


The Court may sentence a convicted AB 109 individual to either local custody or a split sentence, which entails local incarceration followed by Probation supervision. Increasing evidence shows that split sentences lead to better outcomes, and the County's District Attorney has been a statewide leading advocate for split sentences. As shown in both Figure 12 and Figure 13, the vast majority of AB 109 sentences in the County were a combination of custody and supervision. Sentences labeled "Supervision" are instances where individuals were sentenced to custody and supervision as well; in these instances individuals were released upon sentencing after receiving credit for time served prior to their sentence.

**Figure 12: Types of sentences as a percentage of all AB 109 sentences, by FY 14/15 quarter<sup>1</sup>**

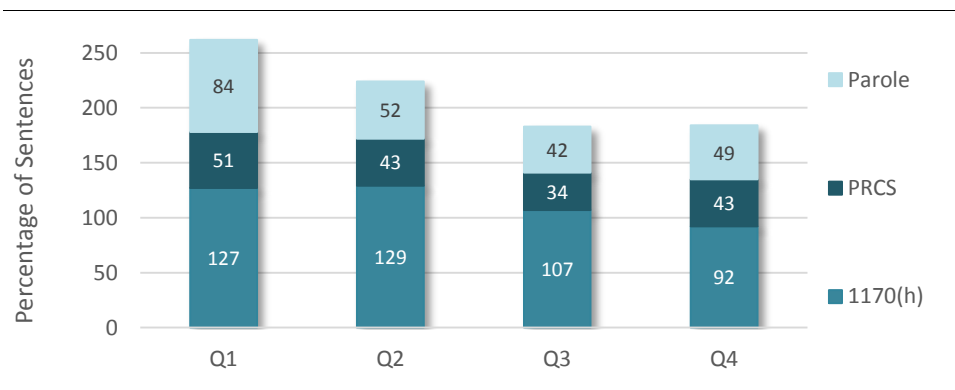


**Figure 13: Types of sentences as a percentage of all AB 109 sentence, all FY 14/15<sup>1</sup>**

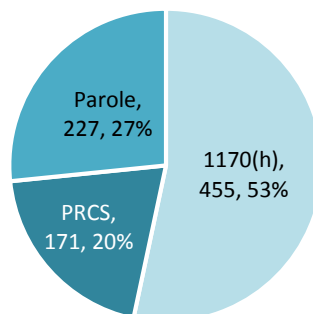


Additionally, the DA can initiate supervision revocations for probation and parole violations. Figure 14 and Figure 15 illustrate the number of AB 109 supervision revocations in FY 14/15, by AB 109 classification types.

**Figure 14: Types of AB 109 supervision revocations**



**Figure 15: Types of supervision revocations as a percentage of all AB 109 revocations, all FY 14/15**



<sup>1</sup> Only includes new 1170(h) sentences

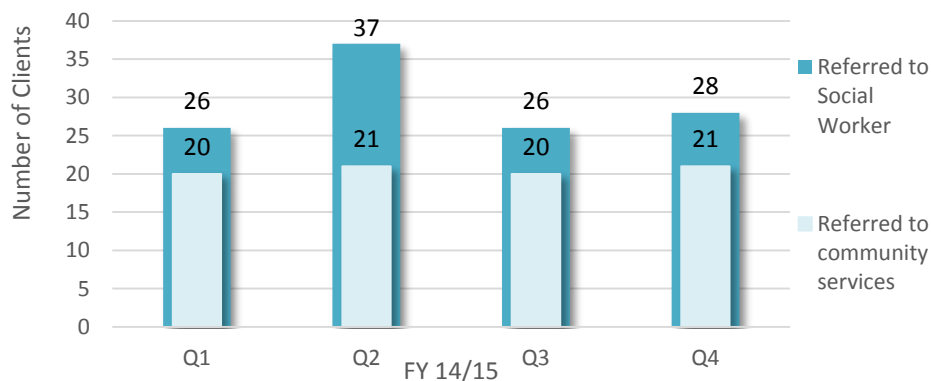
## Office of the Public Defender

The main role of the Public Defender within AB 109 implementation is to provide legal representation, assistance, and services for indigent persons accused of crimes in the County. Before the adjudication process begins, the County's AB 109 funds enable the Office of the Public Defender to provide paralegal and attorney staffing for the Arraignment Court Early Representation (ACER) and Pre-trial Services (PTS) programs. Both the ACER and PTS programs are designed to reduce the County's custodial populations; by ensuring the presence of attorneys at defendants' initial court appearances, ACER is intended to increase the likelihood that appropriate defendants will be released on their own recognizance (OR) for the duration of the court process and allow for the expedited resolution of cases. PTS supports reduced pretrial detention by providing judges with greater information with which to make bail and pretrial detention decisions, and by providing pretrial supervision of individuals who are deemed appropriate for release.

County AB 109 funds also support a social worker who provides social service assessments and referrals for clients needing additional supports and prepares social history reports for court negotiations. The Office also provides a suite of post-conviction Clean Slate services including advocacy for expungement and record sealing, obtainment of certificates of rehabilitation, motion for early termination, and petitions for factual innocence.

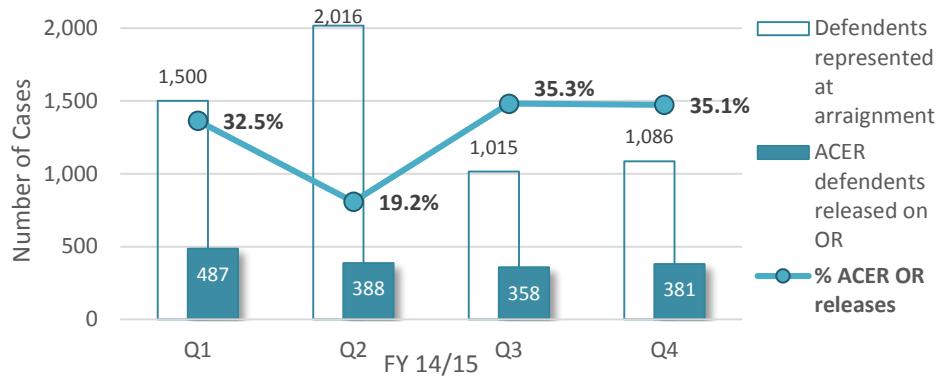
During FY 14/15, the social worker in the Office of the Public Defender assessed 117 defendants for social service needs and referred 82 of these individuals to community-based services intended to help address identified needs.

**Figure 16: Clients referred to, assessed by, and referred to service providers by Social Worker**



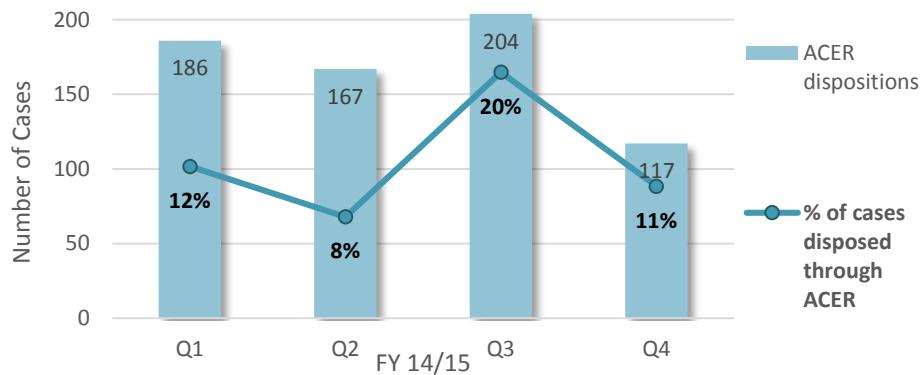
The ACER collaboration between the Office of the Public Defender and the District Attorney's Office has resulted in thousands of defendants receiving representation at arraignment and does appear to facilitate both pretrial releases and early case resolution. As Figure 17 shows, more than 5,500 defendants were represented at arraignment through the ACER program; of these between approximately 19% and 35% were released on recognizance.

**Figure 17: Number and percentage of clients released on own recognizance**



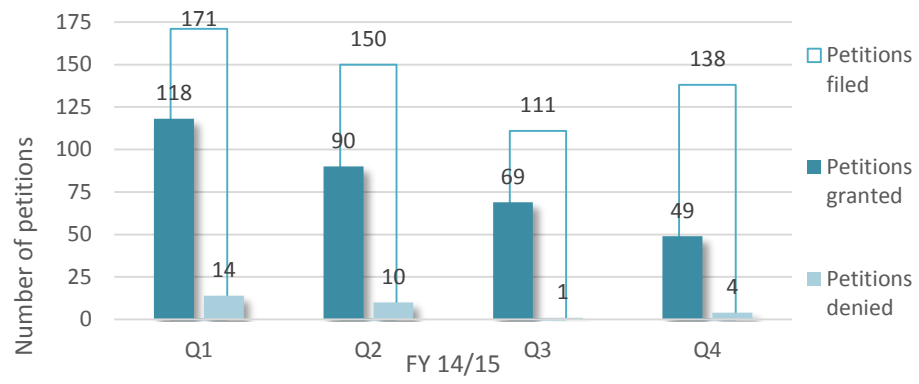
A smaller but still sizeable percentage of criminal cases were also disposed through ACER. Across the year, 683 cases were disposed at arraignment, comprising between 8% and 20% of all cases that went through the ACER process.

**Figure 18: Number and percentage of ACER dispositions**



In addition to these services, the Office of the Public Defender dedicated significant effort to Clean State services. As Figure 19 shows, the Office of the Public Defender filed 570 Clean Slate petitions. Over the same period of time, 326 Clean Slate petitions were granted and 29 were denied. (Due to time lags between the filing of petitions and the review thereof, the number of petitions ruled on does not align with the number filed.)

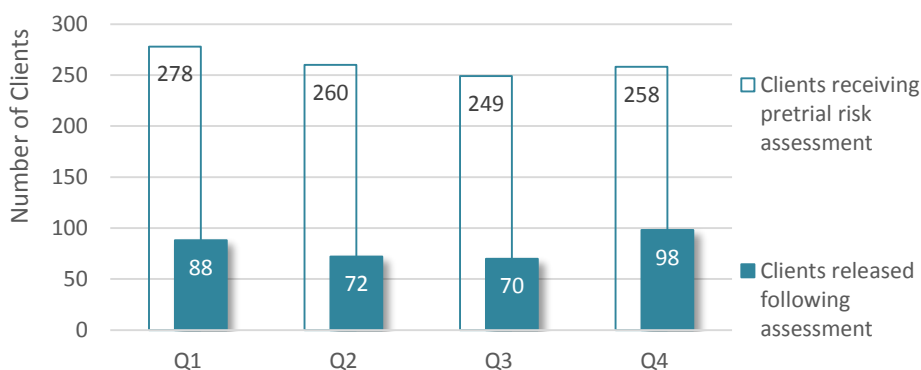
**Figure 19: Clean Slate petitions filed, granted, or denied**



## Pretrial Services

PTS is a collaboration between the Office of the Public Defender, the District Attorney, Probation, and the Court that is aimed at reducing the pretrial custody population. Paralegals screen all eligible individuals scheduled for arraignment, and qualifying clients are then assessed for risk utilizing a validated assessment tool. The numbers of PTS clients assessed for risk, and then released pretrial following the assessment are shown below in Figure 20.

**Figure 20: PTS clients assessed for pretrial risk, FY 14/15**



There are five categories of risk: low, below average, average, above average, and high, although some clients are screened for pretrial assessment but do not receive a score. Figure 21 displays the distribution of risk levels in FY 14/15, showing that the majority of clients scored above average or high risk during this period. As expected, clients who are assessed to be above average or high risk are much less likely to be released onto pretrial supervision than are clients who are average risk and below.

**Figure 21: Assessed pretrial risk levels, FY 14/15**

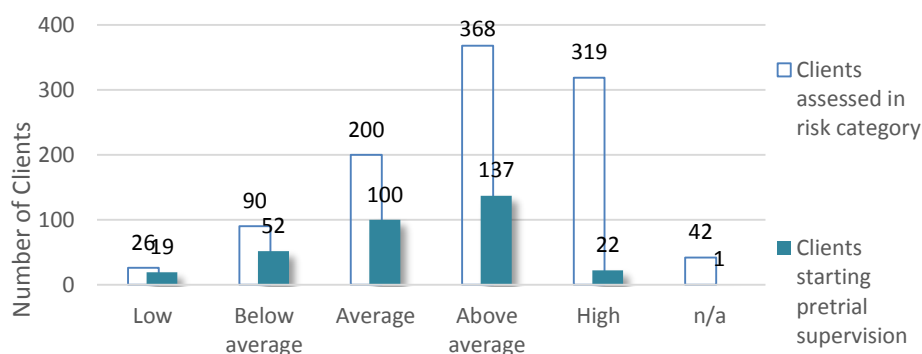
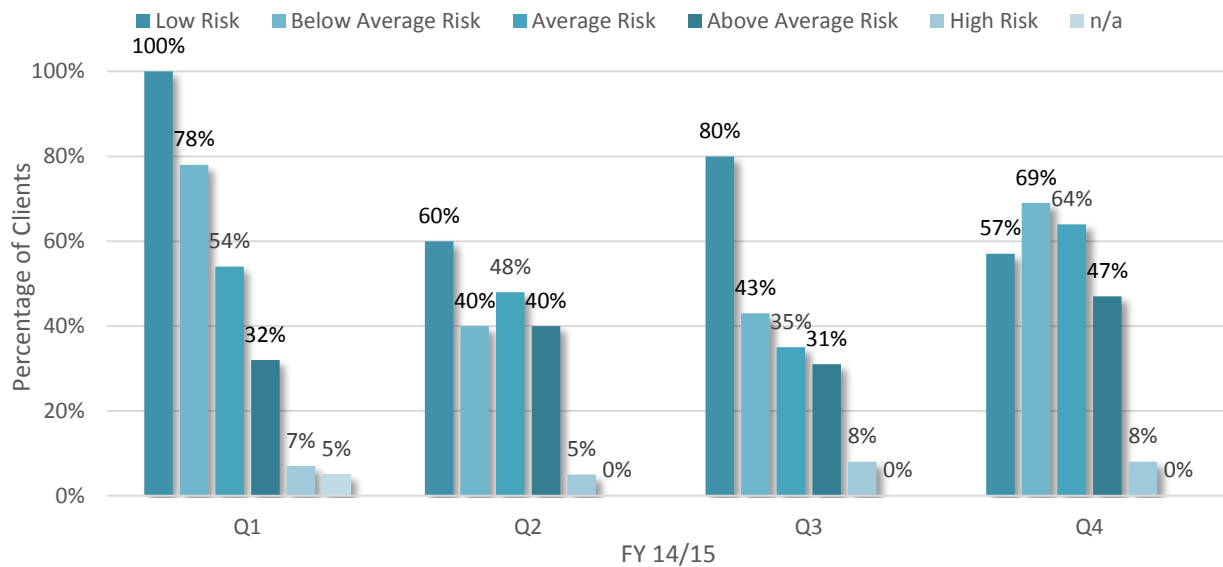


Figure 22 demonstrates that in the early part of FY 14/15, the Court did release a higher proportion of low and below average risk clients, but in the later part of the fiscal year, the Court released a greater proportion of above-average risk clients as well as a lower proportion of low risk clients.

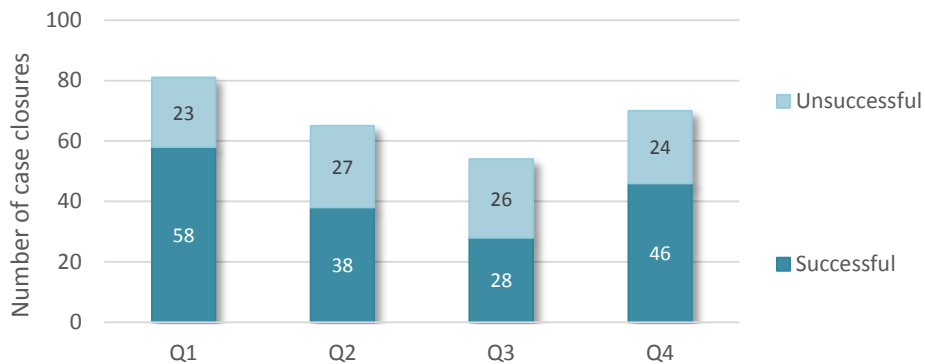


**Figure 22: Percentage of assessed clients starting pretrial supervision, by risk level**



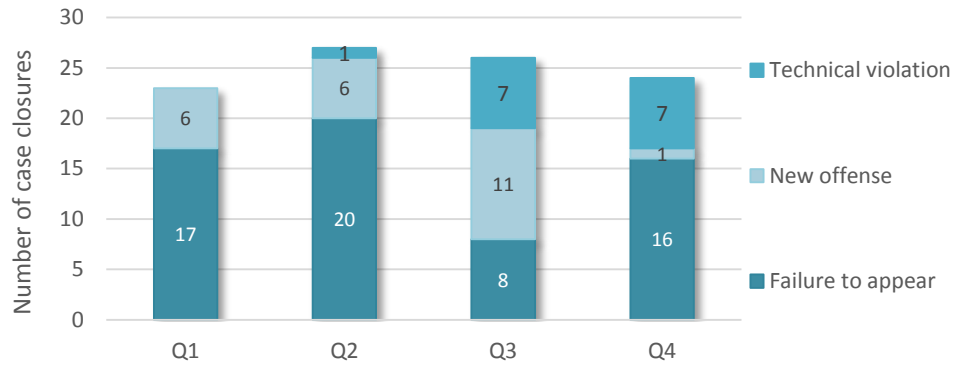
As Figure 23 shows, among all individuals under pretrial supervision whose case closed during FY 14/15, the majority successfully closed their cases, meaning that clients successfully appeared at their court dates and were not charged with any new offense while going through the court process. Because going through the court process can take months or years, the number of individuals whose pretrial supervision cases closed is smaller than the number of individuals who started pretrial supervision over the year.

**Figure 23: Pretrial supervision case closures, by type**



Despite overall success of PTS clients a sizeable minority of clients do not successfully complete the program. As Figure 24 shows, this is usually due to a client's failure to appear at his/her court date, although this is sometimes due to a client being charged with a new criminal offense or being returned to custody for a technical violation of the terms of pretrial supervision.

**Figure 24: Unsuccessful pretrial supervision case closures, by type**

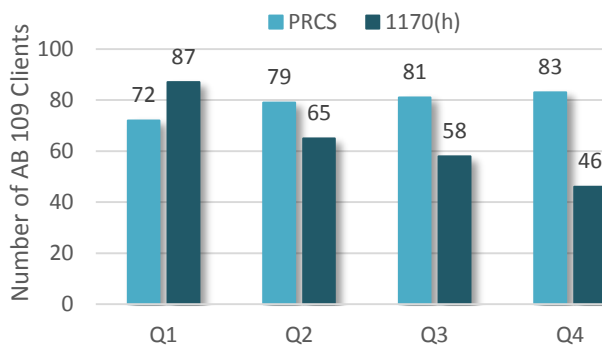


## Probation Department

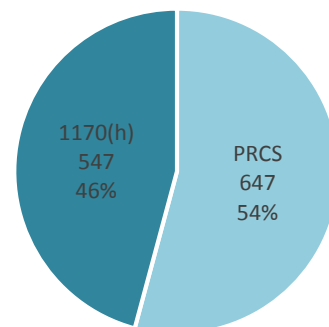
The Probation Department's primary role in AB 109 is to supervise and support the reentry of AB 109 clients, including PRCS and (1170(h)) individuals with mandatory supervision as part of their sentences, upon their return from custody to the community. As part of this process, AB 109 DPOs assess their clients for both criminogenic risk factors and for general reentry needs, and then refer interested clients to a range of supportive services.

A total of 571 individuals were released onto AB 109 Supervision during FY 14/15. Between new supervision clients and continuing supervision clients, 1,194 AB 109 clients were supervised by the County Probation Department during the same time period. As Figure 25 and Figure 26 show, PRCS clients continue to be a substantial proportion of both new supervises and the overall AB 109 probation supervision population, in contrast to early State projections that estimated a reduction in new PRCS clients overtime.

**Figure 25: Newly processed AB 109 supervisees, by classification**

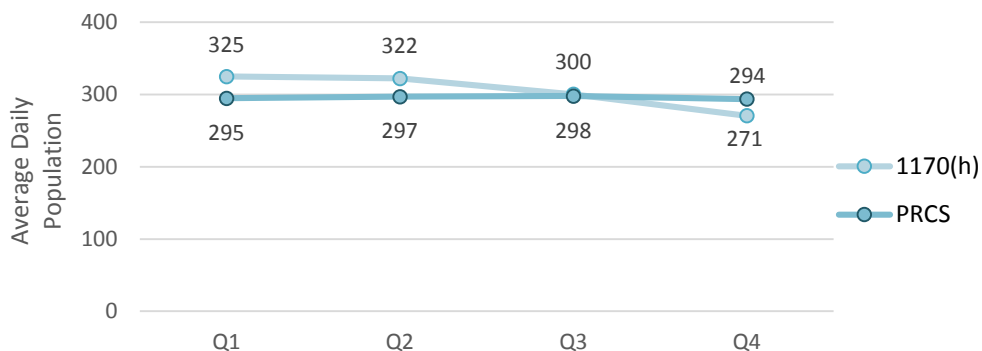


**Figure 26: Total AB 109 individuals under supervision during FY 14/15 (n=1,194)**



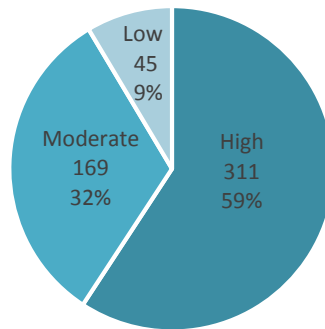
PRCS clients also continue to make up a substantial proportion of the average daily number of AB 109 clients under County supervision, as demonstrated in Figure 27.

**Figure 27: Average AB 109 population under County supervision, by classification**



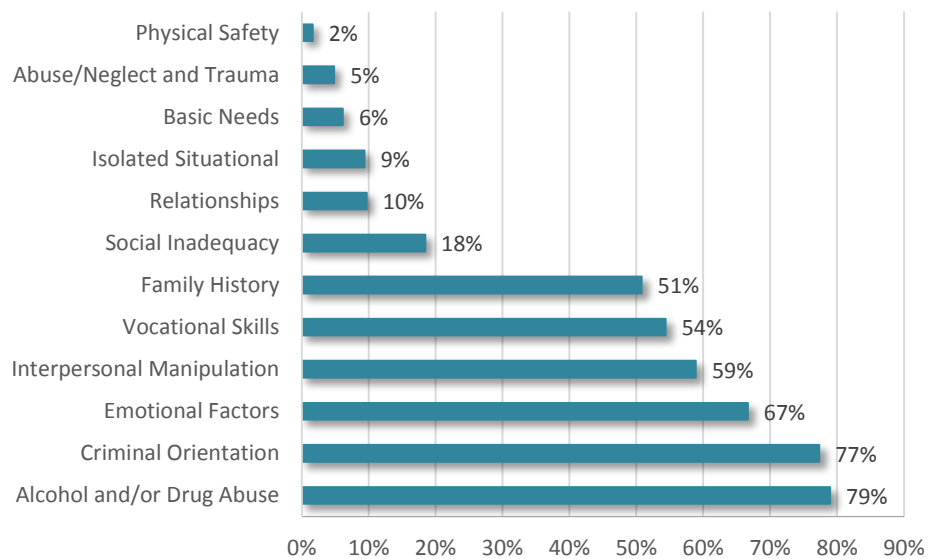
A DPO conducts an interview and uses the Correctional Assessment and Intervention System (CAIS) risk assessment tool, an evidence based risk assessment tool used to determine each client's risk for recidivism and associated risk-factors, to determine each AB 109 client's appropriate level of supervision intensity upon entering County supervision. Figure 28 indicates the distribution of recidivism risk for all AB 109 clients given an initial CAIS risk assessment during FY 14/15.

**Figure 28: Initial CAIS risk levels, FY 14/15 (n=525)**



The majority of AB 109 Probation clients were assessed to have a variety of overlapping needs that are associated with a risk for future involvement in criminal activities. As shown in Figure 29, the most common risk factor among AB 109 Probation clients is alcohol and/or drug use, followed closely by criminal orientation.

**Figure 29: AB 109 supervision population CAIS-assessed needs, FY 14/15 (n=309)**

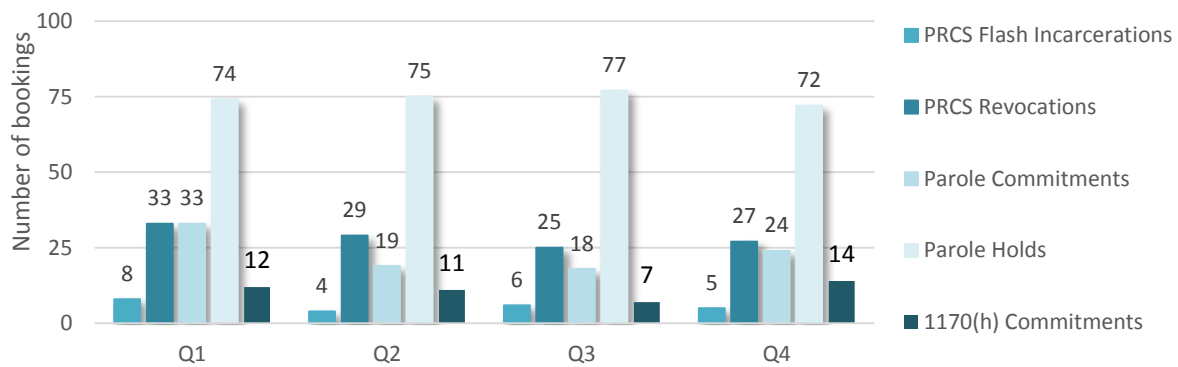


## Sheriff's Office

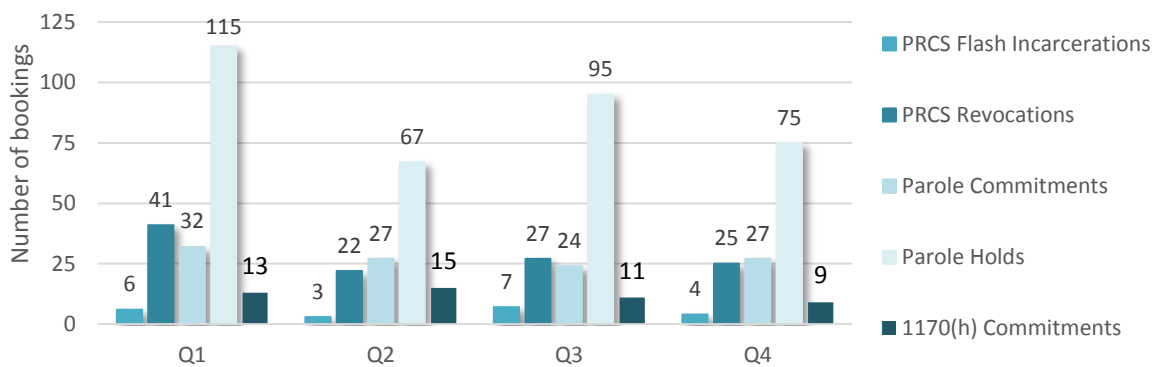
The Sheriff's Office primary role in AB 109 implementation is to provide safe and secure housing for all incarcerated individuals, including AB 109 individuals. The Sheriff's Office operates the County's three detention facilities—Marsh Creek Detention Facility (MCDF), West County Detention Facility (WCDF), and Martinez Detention Facility (MDF).

Over the course of FY 14/15, there were 1266 AB 109-related bookings or commitments into the County's three detention facilities. Figure 30 - Figure 32 show the number of AB 109 bookings into each County detention facility during each quarter of the year, with a breakdown of AB 109 population types. As these figures demonstrate, Parolees make up the vast majority of AB 109 bookings across the County's detention facilities.

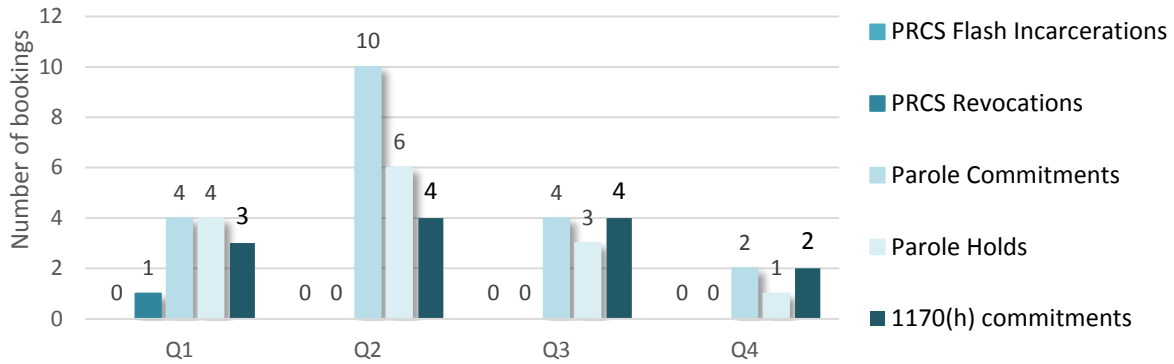
**Figure 30: AB 109 bookings, by type – Martinez Detention Facility**



**Figure 31: AB 109 bookings, by type – West County Detention Facility**



**Figure 32: AB 109 bookings, by type – Marsh Creek Detention Facility**



Despite the relative high total number of AB 109 bookings and commitments that occurred over the year, AB 109 individuals in custody still make up a very small percentage of the County's average daily incarceration population. As demonstrated in Figure 33, over the course of the year, AB 109 individuals comprised 6.5% of the County's average daily custodial population.

**Figure 33. Average daily jail population, AB 109 vs. Non-AB 109**

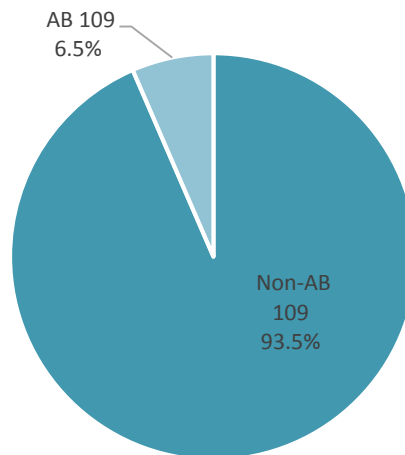
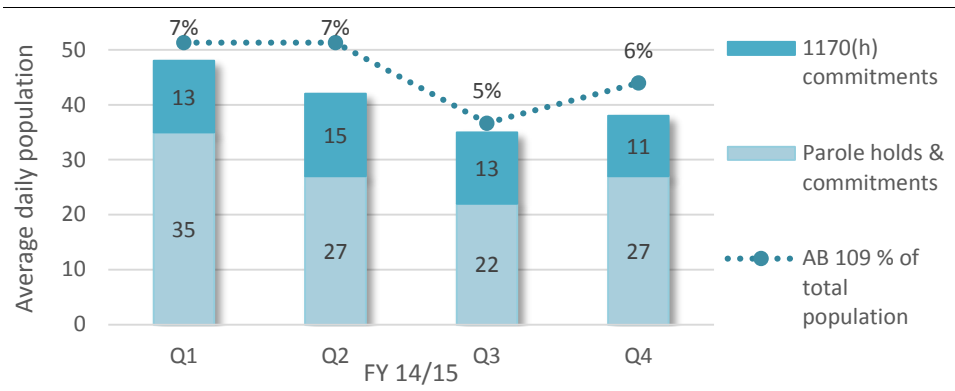
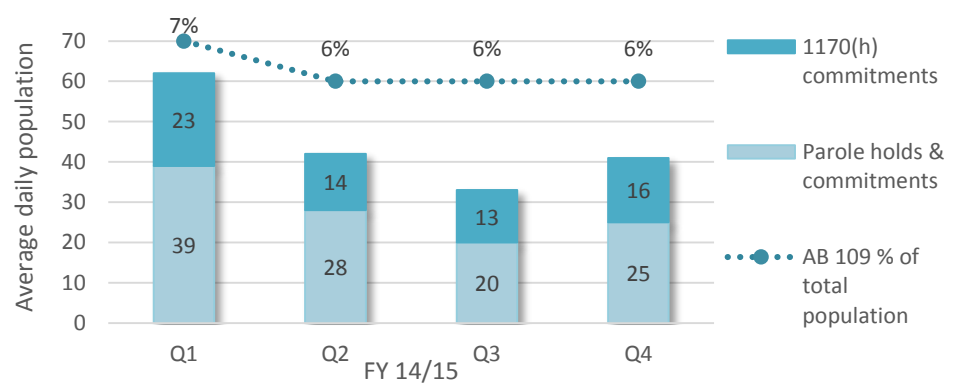


Figure 34 - Figure 36 show the average percentage of AB 109 individuals in each of the County's detention facilities, as well as the number of AB 109 individuals in custody who are serving new 1170(h) sentences versus parole holds or commitment.

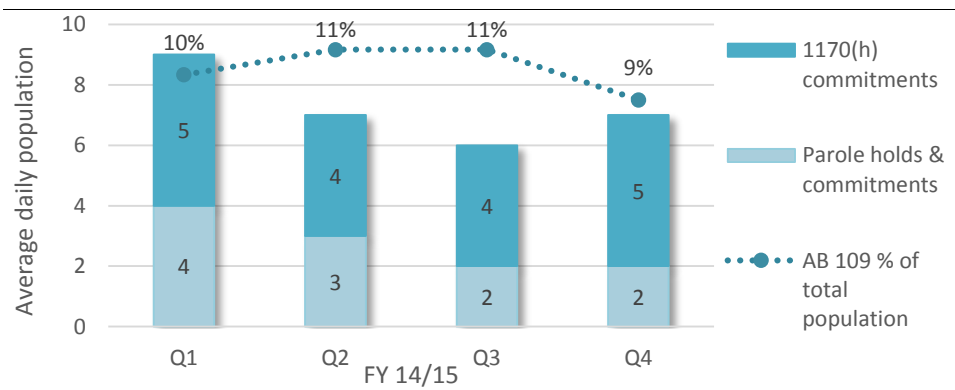
**Figure 34: Average daily AB 109 population – Martinez Detention Facility**



**Figure 35: Average daily AB 109 population – West County Detention Facility**



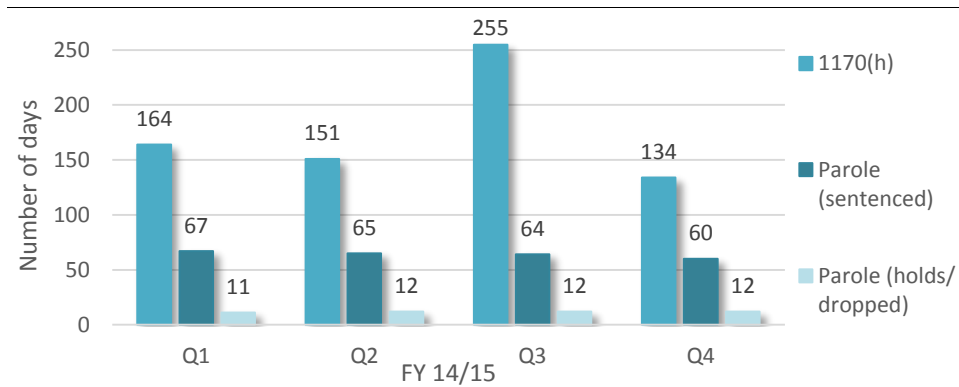
**Figure 36: Average daily AB 109 population – Marsh Creek Detention Facility**



While parolees make up a larger percentage of the AB 109 incarcerated population, on average 1170(h) individuals spend much longer time in custody than the parole population (who can be committed to County jail for up to six months for a parole violation). Notably, despite the fact that AB 109 allows for

much longer sentences in local custody than was previously possible, AB 109 individuals serve, on average, much less than a year in jail.

**Figure 37: Average custodial time served by AB 109 clients, by population type<sup>2</sup>**



<sup>2</sup> Quarterly averages are based on first day of custodial sentence. In FY 14/15 Q3 two of 22 individuals served/are serving sentences over 1,000 days, inflating that quarter's average. Additionally, several individuals on 3056 holds have other charges preventing parole or the courts from dropping their hold. This makes each quarter's average time served for 3056 holds/dropped appear larger than is typical.



## Workforce Development Board

The role of the Workforce Development Board (WDB) in Contra Costa County is to strengthen local workforce development efforts by bringing together leaders from public, private, and non-profit sectors to align a variety of resources and organizations to help meet the needs of businesses and job seekers.

To date, the WDB's primary role in AB 109 implementation has been to broker opportunities for the AB 109 reentry population and to coordinate with AB 109 partners to ensure they are aware of and are able to effectively access services and resources available for the AB 109 reentry population. To that end the WDB has identified 133 employer partnerships that are appropriate for the AB 109 population; they have also conducted a number of on-site recruitments and career fairs that the AB 109 reentry clients, as well as other reentry individuals, can attend. Unfortunately the WDB does not currently track the number of AB 109 clients who have utilized their services.

# Community Based Service Providers

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## Shared values/approach (EBPs, TIC approach, etc.)

Contra Costa County's reentry approach is centered on developing an integrated and supportive service network comprised of AB 109-contracted community-based organizations, government and public agencies and the broader community for the AB 109 reentry population to utilize. The network works together to help create a pathway for the successful reentry and reintegration of formerly incarcerated individuals back into the community. AB 109-contracted CBOs play a large role in the reentry infrastructure, providing a range of services from housing assistance and employment services to mentorship and family reunification. When working successfully, the County's reentry services are part of a continuum that begins at the point an individual enters the justice system and continues through successful reintegration.

In the County's 2011 Reentry Plan, County and community stakeholders agreed to the following set of principles:

- ❖ The County seeks to provide increased awareness about the value of formerly incarcerated individuals and their loved ones to their communities.
- ❖ Individuals are more likely to experience success when they are part of a supportive, integrated system. Reentry and reintegration begin while the individual is incarcerated.
- ❖ While leaving room for innovation, evidence-based practices are utilized when developing programs and policies.
- ❖ Collaboration, coordination, information, and communication are critical to the success and sustainability of Contra Costa County's reentry infrastructure.
- ❖ The good of the community comes before one's self and/or organizational interests

While these principles have not been explicitly tied to AB 109, they are nonetheless founding principles upon which much of the County's AB 109 work has been built.

## Overview of AB 109 community partnerships

During FY 14/15, Contra Costa County launched the Network Reentry System of Services for Returning Citizens in East and Central County to help connect AB 109 clients to a diverse array of AB 109-contracted reentry support providers listed in Table 2 below, among other service providers. In addition the County made significant progress toward establishing the Reentry Success Center in West County, a "one-stop"

reentry center which opened in October 2015 and helps link reentry clients to both County and community-based services.

Table 2 describes the number of referrals each AB 109-contracted CBO received from Probation during FY 14/15, as well as the total number of enrollments and successful service completions. It is worth noting that Reach Fellowship, which provides in custody services, worked with both AB 109 and non-AB 109 incarcerated individuals. During FY 14/15, other the other CBOs were only contracted to provide services to AB 109 clients. This changed in FY 15/16, and AB 109-funded CBOs can now provide services to any reentry clients in need of those services.

**Table 2: Community-based service referrals, enrollments, and completions**

Organization	Total Referrals		Total Enrollments		Total Completions	
	AB 109	Other	AB 109	Other	AB 109	Other
<b>Bay Area Legal Aid</b>	62	*	52	*	58	*
<b>Center for Human Development</b>	12	*	12	*	3	*
<b>Goodwill Industries</b>	138	*	76	*	28	*
<b>Men and Women of Purpose</b>	23	*	16	*	6	*
<b>Reach Fellowship</b>	29	4	95	212	46	137
<b>Rubicon</b>	168	*	113	*	34	*
<b>Shelter Inc.</b>	255	*	112	*	64	*

Below are brief descriptions of the services that each of the AB 109-contracted CBO service providers offer the County's AB 109 population.

## Bay Area Legal Aid

Bay Area Legal Aid (BayLegal) provides legal services for AB 109 clients and educates them about their rights and responsibilities. The legal services BayLegal provides include: obtaining or retaining housing, public benefits, and health care, financial and debt assistance, family law, and obtaining driver's licenses. The program provides post-release legal check-ups for each client to identify legal barriers that are able to be remediated, educates clients about early termination of probation, and assists with fines, and attorneys are also able to meet individually with clients in both jail and prison prior to their release.

## Center for Human Development

The Center for Human Development (CHD) operates the Community and Family Reunification Program (CFRP) for Contra Costa County's AB 109 Community Programs' Mentoring Program, providing reunification services to returning citizens, their families, and friends, in addition to providing community support throughout Contra Costa County. Services include large and small group pre-release presentations and workshops at West County Detention Facility and Marsh Creek Detention Facility. CHD also provides post-release large and small group presentations and workshops to returning citizens at partner agencies and other locations throughout the County.

## **Goodwill Industries**

The Bridges to Work program of Goodwill Industries of the Greater East Bay (Goodwill) facilitates the County's Employment Support and Placement Services to provide employment support and placement services in Central County. Participants can engage in up to 90 days of transitional, paid employment at local Goodwill stores or other partner agencies, in addition to receiving job search assistance for competitive employment opportunities. Goodwill also serves as a service hub for other providers.

## **Men and Women of Purpose**

Men and Women of Purpose (MWP) provides employment and education liaison services for the County jail facilities, for which the program facilitates employment and education workshops every month at the County's jails and works with Mentor/Navigators to assist the workshop participants with the documentation required to apply for employment, education, and other post-release activities. MWP also provides pre- and post-release mentoring services for West County using the organization's evidence-based program Jail to Community model. The program provides one-on-one mentoring, as well as weekly mentoring groups that focus on employment and recovery.

## **Reach Fellowship**

Centering their program services on women, Reach Fellowship International (Reach) provides weekly workshops in West County Detention Facility (WCDF), in addition to pre- and post-release one-on-one case management. Reach provides employment and education liaison services to female returning citizens in fulfillment of the County's Reentry into the Community Program and also acts as a lead information specialist for County jail facilities for the AB 109 program. Finally, Reach also conducts workshops to introduce employment and educational opportunities to participants, to work with Mentor/Navigators to assist incarcerated and returning citizens with obtaining the paperwork required for those opportunities, and to screen participants for employment and educational preparedness.

## **Rubicon**

Rubicon provides employment support and placement services, integrated with other supports, to AB 109 participants in East County and West County. Rubicon's program includes pre-release engagement, job readiness workshops, educational and vocational training, transitional employment, individualized career coaching, legal services, financial stability services, and domestic violence prevention and anger management. In order to provide a continuum of services, Rubicon partners with a number of other organizations through formal subcontracts, including vocational training partners, AB 109 providers, and other community-based organizations.

## **Shelter Inc.**

Shelter, Inc. operates the County's AB 109 Short and Long-term Housing Access Program. This program assists incarcerated and formerly incarcerated persons who are referred to them under the AB 109

Community Programs to secure and maintain stabilized residential accommodations. Shelter, Inc. provides a two-phased approach to clients seeking housing assistance. Before the program refers clients to the Housing Services section, the staff conducts social service assessments/intake procedures to ensure that clients will have success. The program places the majority of their clients into transitional housing situations (such as room or apartment shares) to allow them time to develop the resources for stable housing.

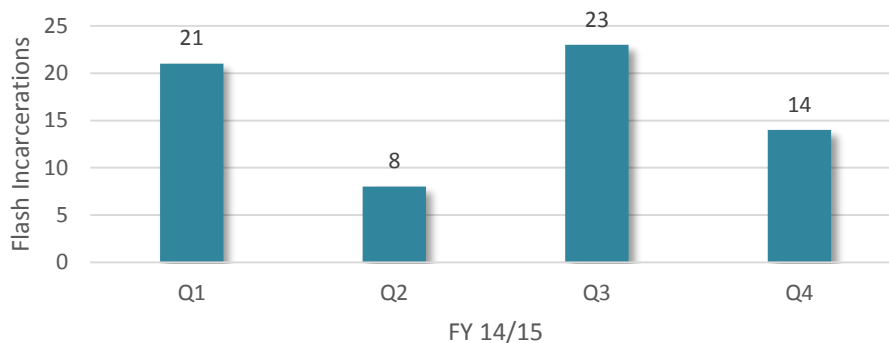
# AB 109 Population Outcomes

Over the course of FY 14/15 there were a total of 1,119 AB 109 clients under supervision at some point in time. Of these 1,194 AB 109 clients, 95 individuals successfully completed the terms of their Probation during the fiscal year. The following sections demonstrate the number of AB 109 clients who violated the terms of their supervision and served flash incarcerations and/or had their probation revoked, as well as the number of clients with new criminal charges filed against them and/or new criminal convictions during the fiscal year.

## Violations

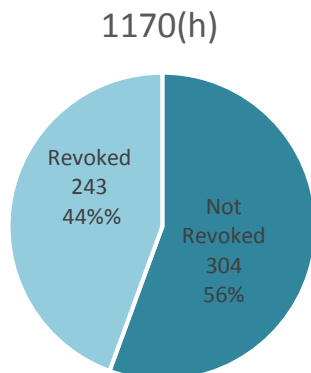
Probation officers use graduated sanctions with AB 109 clients. For instance when clients have dirty drug tests they are typically referred to inpatient or outpatient treatment rather than having their supervision term revoked, and returned to custody. This allows them to receive treatment without further justice involvement. AB 109 Probation Officers may also use flash incarcerations of up to ten days in county jail for PRCS clients. This serves as an intermediate sanction where individuals must serve a short period of time in county jail, but do not have further criminal charges filed against them. Figure 38 shows that the number of flash incarcerations imposed on PRCS clients ranged from 8 to 23 flash incarcerations per quarter.

**Figure 38: PRCS flash incarcerations**

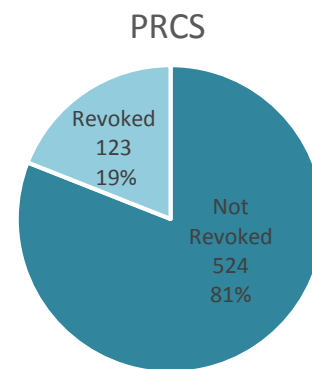


Of the 1,194 Probation clients under supervision over the course of FY 14/15, approximately 31% of AB 109 clients (366) had their probation revoked. Among the PRCS population the percentage was lower, as 19% of the PRCS population had their probation revoked compared to approximately 44% of the 1170(h) population.

**Figure 39. Percentage of 1170(h) clients revoked in FY 14/15**



**Figure 40: Percentage of PRCS clients revoked in FY 14/15**



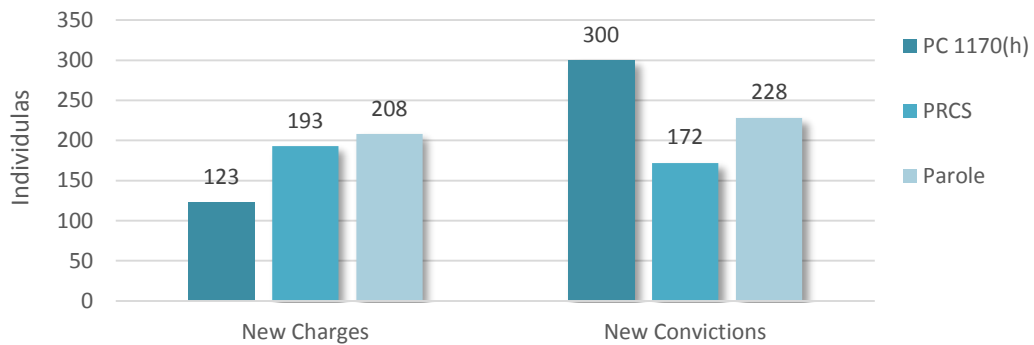
In addition to 366 AB 109 probation clients who had their probation revoked, a total of 175 AB 109 parolees were revoked during FY 14/15.

## New Charges and Convictions

Figure 41 below shows the number of AB 109 individuals with new charges filed against them during FY 14/15, as well as the number of AB 109 individuals who were convicted of a new criminal offense during FY 14/15. Because the court does not have a record of individuals currently under AB 109 supervision, Figure 41 includes all individuals who have ever been supervised or sentenced under AB 109, including those not currently under County supervision, who had new charges filed and/or new criminal convictions during FY 14/15. The fact that there are a greater number of 1170(h) and Parolees who received new criminal convictions than new charges during FY 14/15 is a function of the time lag between having new charges filed and ultimately being sentenced for the charges. In other words, many of the individuals who were convicted of crimes in FY 14/15 were charged with those offenses in prior years, but the court process did not conclude until FY 14/15. Similarly, many of the individuals who were charged with new offenses in FY 14/15 have not yet completed the court process.

The percentage of the AB 109 population with new charges or criminal convictions during FY 14/15 is not calculated because the court does not have a record of all individual under AB 109 supervision. As a result, there is no way to calculate this percentage without tracking individuals across data systems.

**Figure 41. AB 109 clients with new charges and/or new criminal convictions during FY 14/15, by AB 109 classification type**





# Looking Ahead

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Contra Costa County has responded to Public Safety Realignment in a manner that has allowed the County to successfully house and supervise the AB 109 population, while providing a collaborative reentry infrastructure to support the AB 109 reentry population's successful reintegration back into the community.

During FY 15/16, Contra Costa County launched the West County Reentry Success Center, a one-stop center where the reentry population can connect with a diverse array of reentry support providers. In addition to launching the Reentry Success Center, the County looks forward to continuing the development of the Network Reentry System in FY 15/16 by further integrating Network Coordinators who help to connect the AB 109 reentry population, especially in East and Central County, with County Department services and AB 109-contracted CBOs who provide reentry supports. Contra Costa County looks forward to learning about how the development of the Network Reentry System and the West County Reentry Success Center contributes to the reentry infrastructure and helps support the AB 109 reentry population with successfully reintegrating into the community.

Contra Costa County will continue to assess their AB 109 operations during FY 15/16 by conducting a department performance review of all County Departments who receive AB 109 funding as well. Moreover, the County will begin planning efforts to effectively implement recommendations born from evaluations over previous years while considering whether it is appropriate to update its operational plan to account for systems changes and department roles that have evolved since the enactment of AB 109.

**County of Contra Costa**  
**OFFICE OF THE COUNTY ADMINISTRATOR**  
**MEMORANDUM**

**COMMUNITY CORRECTIONS PARTNERSHIP**

**7.**

**Meeting Date:** 03/04/2016  
**SUBJECT:** Request for Proposals (RFPs) and Request for Qualifications (RFQ) for AB 109 Community Programs  
**FROM:** David Twa, County Administrator  
**DEPARTMENT:** County Administrator

---

**RECOMMENDATION:**

1. REVIEW and ACCEPT the Final Draft RFP/RFQs for the AB 109 Community Programs for Employment Support and Placement Services, Short and Long-Term Housing Access, Peer Mentoring & Family Reunification Services, and Civil Legal Services.
2. PROVIDE input on the process, as needed.

**BACKGROUND:**

See attached staff report.

**DISCUSSION:**

See attached staff report.

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**Attachments**

Staff Report

Attachment A: RFP Employment Support and Placement Services

Attachment B: RFP Short and Long-Term Housing Access

Attachment C: RFP Peer Mentoring and Family Reunification

Attachment D: RFQ Civil Legal Services

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**OFFICE OF THE COUNTY ADMINISTRATOR**  
**CONTRA COSTA COUNTY**

TO: Community Corrections Partnership  
Chief Probation Officer Kader, Chair

FROM: Lara DeLaney, Senior Deputy County Administrator

DATE: February 26, 2016

SUBJECT: **Request for Proposals (RFPs) and Request for Qualifications (RFQ) for AB 109 Community Programs**

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**RECOMMENDATIONS**

1. REVIEW the Final Draft RFP/RFQs for the AB 109 Community Programs for Employment Support and Placement Services, Short and Long-Term Housing Access, Peer Mentoring & Family Reunification Services, and Civil Legal Services. PROVIDE input on the process, as needed.

**BACKGROUND**

On January 22, 2016 the CCP Executive Committee adopted a FY 2016-17 Public Safety Realignment Budget for recommendation to the Board of Supervisors. The recommended FY 2016-17 AB 109 Public Safety Realignment Budget included \$4,020,036 for Community Programs as follows:

• Employment Support and Placement Services	\$2,000,000
• Support of WCRSC & Central-East Reentry Network	\$1,225,036
• Short and Long-Term Housing Access	\$500,000
• Peer and Mentoring Services	\$110,000
• Family Reunification Services	\$90,000
• Legal Services	\$80,000
• Development of a "Reentry Resource Guide"	\$15,000

In addition, the CCP Executive Committee recommended an additional appropriation of \$160,000 to the AB 109 Community Programs, to be allocated among the Community Program service areas upon the advice of its Community Advisory Board (CAB). At its February 8, 2016 meeting, the PPC recommended that an additional \$500,000 (in addition to the \$160,000) be allocated to the Community Programs, with advice from the CAB on its distribution.

The CAB took action on the recommended allocations for Community Programs at its Feb. 11, 2016 meeting and recommended final amounts to the Public

Protection Committee at their Feb. 29 meeting for the AB 109 2016-17 fiscal year Community Programs as follows (\$4,680,000 in total):

- a. Employment Support and Placement Services - \$2,000,000
- b. Short and Long-Term Housing - \$1,030,000
- c. Reentry Success Center and Central-East Network- \$1,285,000
- d. Mentoring and Family Reunification - \$200,000
- e. Civil Legal Services - \$150,000
- f. Reentry Resource Guide - \$15,000

In its Budget request to the CCP, the CAB recommended that the County undertake an RFP/RFQ process for the contracts that will commence in FY 16-17 for the following services:

- 1. Employment Support and Placement Services
- 2. Short and Long-Term Housing
- 3. Civil Legal Services
- 4. Family Reunification
- 5. Mentoring Services
- 6. Data/Program Evaluation *Note: The CAO's office is proposing an update to the County's Reentry Strategic Plan, an update of the County's AB 109 Operations Plan, and the implementation of the AB 109 Annual Report for the FY 16-17 program evaluation and implementation support services. CAO staff recommends commencing the procurement process for these services after the RFPs for Employment, Housing, Mentoring & Family Reunification and the RFQ for Civil Legal Services are issued to allow for additional, sufficient RFQ development time.*
- 7. Jail to Community Services *(Note: The funding for the Jail-to-Community services is provided in the Sheriff's Office budget and not administered through the CAO's office, as are the Community Programs contracts. Staff from the Sheriff's Office has indicated that RFPs are not anticipated to be issued at this time.)*

The CAB further recommended that contracts be structured as multi-year (3 years recommended) contracts. The CAO's office administers the Community Programs contracts and has done so since 2013, when RFPs/RFQs were initially undertaken. Other recommendations from the CAB regarding the procurement process included:

- 1. For the RFP development process, the CAO should include the Network Manager, the Success Center Director, the County Reentry Coordinator, a member of the CAB, and a member of the CCP.
- 2. RFP/RFQs should include trauma informed principles, practices, and competencies as preference points and should be established as contractual requirements.

3. Responding organizations should be required to demonstrate cultural competency to engage and provide services to Contra Costa's formerly incarcerated population and their families.
4. The RFP/RFQ process should seek to encourage meaningful collaboration among organizations for the more integrated and efficient delivery of services (allowing a proposal to respond to more than one service area; allowing a proposal to include multiple partners).

In developing the Final Draft RFPs and RFQ, the CAO's office used the original RFP/Qs developed in 2013 for the current Community Program contracts as the starting point for the RFP/Q development process and incorporated the recommendations of the CAB. Staff researched RFP/Qs issued in other counties in California for reentry services for procurement best practices and program design. In addition, multiple conference calls were held with the RFP/Q development team to ensure participation and input on their development.

Substantive changes from the original RFPs and RFQ include:

- a. Timeline Updated
- b. Service Delivery Model Updated
- c. Target Population remains AB 109 but service population expanded to formerly incarcerated
- d. Updated the Demographic information to current data
- e. Contract term: 3 years
- f. Minimum Organization Requirements expanded to include "Trauma-Informed Principles and Practices," "Risks-Needs-Responsivity"; and "Evidence Based Practices" and "Cultural Competency" rewritten
- g. Outcomes re-written to describe program objectives, rather than providing outcome measures (*which are requested from responders*)
- h. Substitute for recent audit provided as an option (*provided for in 2013, after RFPs issued*)
- i. Proposal length reduced from 20 to 16 pages in RFPs.
- j. Explicit identification of evidence-based practices (EBP) and Risk-Needs-Responsivity (RNR) principles in Program Narrative required and points awarded in Rating Sheet for demonstrated knowledge of and commitment to implement EBP and RNR
- k. Fidelity to EBP in Implementation and Oversight plan required
- l. 3 year Budget requirement
- m. Changing order of Forms and Attachments
- n. Changing description of Housing Services and Program Narrative to explicitly encourage SLE/Supportive Housing
- o. Developed description of Family Reunification services

- p. Added \$150,000 in Network Housing to the Countywide Housing RFP but indicated distinction of the funding between Network support and countywide services.

### Timeline of RFP Process

The Timeline of the RFP/RFQ process envisions a process that from date of issuance to Board of Supervisors award will last approximately two months. If there is strict adherence to the timeline, the Board of Supervisors would be authorizing contracts for services at their May 10, 2016 meeting, and staff would be executing contracts to begin on July 1, 2016, with a contract term running through June 30, 2019.

### **AB 109 RFP/RFQs Timeline**

Event	Date
<b>RFPs Issued</b>	<b>March 1, 2016</b>
Bidders Conference #1: <b>East County</b>	Mar. 7 9:00 to 11:00
Bidders Conference #2: <b>Central County</b>	Mar. 8 10:00 to noon
Bidders Conference #3: <b>West County</b>	Mar. 9 2:30 to 4:30
Written Questions Due from bidders	Mar. 14
Addendum Issued	Mar. 16
<b>Responses Due</b>	<b>April 1, 2016</b>
Evaluation Period	April 4-8, 2016
Vendor Interviews	April 11-15, 2016
Results Letter Issued	April 15, 2016
Appeal Period	April 18-22
Public Protection Reviews Results	April 25, 2016
CCP Reviews Results	May 6, 2016
<b>Board Award Date</b>	<b>May 10, 2016</b>
Contract Start Date	July 1, 2016

### Review Panel Participants

To conduct the proposal evaluation and vendor interview process, Review Panels will need to be established. The following members are proposed:

1. Assistant Chief Todd Billeci or designee
2. Lara DeLaney representing the CAO's office.
3. A Reentry Coordinator from a neighboring County.
4. A Member of the CAB
5. A subject matter expert in each of the service areas
6. A formerly incarcerated person or family member of a formerly incarcerated person

The County Reentry Coordinator, Donte Blue, will facilitate the Review Panel process. The CAO staff will commence solicitation of volunteers to serve on the Panels after the RFPs/RFQ are released.

Staff will seek to broaden its RFP/Q notification process, to ensure that as many service providers as possible are notified about the opportunity.

Attachment A: RFP Employment Support and Placement Services

Attachment B: RFP Short and Long-Term Housing Access

Attachment C: RFP Peer Mentoring and Family Reunification

Attachment D: RFQ Civil Legal Services

Note: With the exception of Attachment A, the RFP for Employment Services, the attached Final Drafts of the RFPs and RFQ do not include pages where “boiler-plate” content comprises the text of the document. Only pages where substantive differences are included are attached. Further, the “County Contract Requirements” section was not included in the final draft RFP for Employment Services, to reduce duplication needs.

**REQUEST FOR PROPOSALS (RFP) #1602-167**  
***Employment Support and Placement Services for AB 109 Program***

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The Contra Costa County Administrator's Office is pleased to announce, on behalf of the Board of Supervisors, the availability of up to \$2,000,000 on an annual basis for "Employment Support and Placement Services" to be provided to formerly incarcerated individuals for the period July 1, 2016 through June 30, 2019.

This RFP is a process by which the County solicits proposals of qualified bidders that may be selected to enter into a contract with the County.

*Please read this entire packet carefully.*

**Interested parties are required to attend a**

**MANDATORY Bidders Conference**

At any of the following dates/times/locations:

**March 7 from 9:00 to 11:00 a.m. in the Pittsburg City Council Chambers, 65 Civic Ave., Pittsburg**

**March 8 from 10:00 a.m. to noon in the Zoning Administrator Room, 30 Muir Rd., Martinez**

**March 9 from 2:30 p.m. to 4:30 p.m. in the Richmond City Council Chambers, 440 Civic Center Plaza, Richmond**

Attendance at this mandatory Bidders Conference is a requirement for submitting a proposal. The Bidders Conference is an opportunity to ask questions about the RFP and to receive technical assistance.

**Final proposals will be due at 651 Pine Street, 10<sup>th</sup> floor, Martinez CA 94553  
by 5:00 p.m. on Friday, April 1, 2016.**

Written questions about the RFP can be submitted to [lara.delaney@cao.cccounty.us](mailto:lara.delaney@cao.cccounty.us) by

5:00 p.m. on March 14, 2016.

Questions received after the Bidders Conference will be answered and made available at <http://www.co.contra-costa.ca.us/index.aspx?NID=2366>.

Thank you in advance for your efforts in preparing your response.



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## **RFP TIMELINE**

1.	<b>RFP announced</b>	<b>Tues., March 1, 2016</b>
2.	Mandatory Bidders Conference	<b>March 7 from 9:00 to 11:00 a.m.</b> in the Pittsburg City Council Chambers, 65 Civic Ave., Pittsburg; or <b>March 8 from 10:00 a.m. to noon</b> in the Zoning Administrator Room, 30 Muir Rd., Martinez; or <b>March 9 from 2:30 p.m. to 4:30 p.m.</b> in the Richmond City Council Chambers, 440 Civic Center Plaza, Richmond
3.	Written Questions Due from Responders	5:00 p.m., Mon., Mar. 14, 2016
4.	Addendum Issued	Tues., Mar. 16, 2016
5.	<b>Response Submission Deadline</b>	<b>5:00 p.m., Fri., April 1, 2016</b> <b>County Administrator's Office</b> <b>651 Pine Street, 10<sup>th</sup> Floor</b> <b>Martinez, CA 94553</b>
<i>No response will be accepted after this date and time. Postmarked, facsimiled, or e-mailed submissions will not be accepted.</i>		
6.	Review, rating, and interview process	April 4-15, 2016
7.	<b>Notification of award recommendations</b>	<b>Fri., April 15, 2016</b>
8.	Appeal period	April 18-22, 2016
9.	Deadline to submit appeal letters	5:00 p.m., April 22, 2016
10.	Public Protection Committee Review	Mon., April 25, 2016
11.	Community Corrections Partnership Review	Fri., May 6, 2016
Board of Supervisors approval and authorization to award contracts is tentatively scheduled for the <b>May 10, 2016</b> Board of Supervisors' agenda		

**REQUEST FOR PROPOSALS # 1602-167**

**EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM**

<i><b>Project Description</b></i>
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DRAFT

## **I. Introduction**

The Contra Costa County Administrator's Office, on behalf of the Board of Supervisors, is issuing this Request for Proposals (RFP) # 1602-167 to receive proposals from service providers for a specific set of reentry services related to the implementation of AB 109 Public Safety Realignment in Contra Costa County. Based on the response to this solicitation for proposals, Contra Costa County (County) plans to contract with service providers for the period of July 1, 2016 to June 30, 2019. The County will retain the discretion to renew any contract issued, contingent on availability of funding and demonstrated successful performance by funded entities during the contract period.

Private, not-for-profit organizations, for-profit organizations, public agencies, and not-for-profit institutions of education who offer programs that serve the needs of the AB 109 population and the formerly incarcerated, with demonstrated effectiveness in providing evidence-based and research-informed services that address criminogenic needs and are designed to reduce recidivism, and with a commitment to working within collaborative efforts, are invited to submit proposals.

If your organization is capable of providing the requested services by contract with the County, please carefully review the Request for Proposals (RFP) and submit your proposal as directed in the "Proposal Preparation Instructions." This solicitation is not in any way to be construed as an agreement, obligation, or contract between the County and any party submitting a proposal, nor will the County pay for any costs associated with the preparation of any proposal.

## **II. Synonymous Terms**

As used throughout this bid and its attachments, the following terms are synonymous:

1.
  - a. Supplier, Vendor, Contractor, Successful Bidder, Operator
  - b. Contract, Agreement
  - c. Services, Work, Scope, and Project
  - d. Proposer, Responder, Respondent, Bidder
2. "The County" refers to the County of Contra Costa, California.

## **III. Background**

In 2011, the California Legislature passed the Public Safety Realignment Act (Assembly Bill 109), which transferred responsibility for supervising specific low-level inmates and parolees from the California Department of Corrections and Rehabilitation to counties. This Act tasked local government at the county level with developing a new approach to reducing recidivism among this population. AB 109 took effect October 1, 2011 and realigned three major areas of the criminal justice system.

On a prospective basis, the legislation:

- Transferred the location of incarceration for individuals convicted of lower-level specified non-violent, non-serious, non-sex offences from state prison to local county jail pursuant to Penal Code 1170 (h) and provides for an expanded role for their post-release Mandatory Supervision;
- Transferred responsibility from the State to the County for post-release supervision of those released from prison after having served a sentence for a non-violent, non-serious, and non-sex offense by creating a new category of supervision called Post-Release Community Supervision (PRCS);
- Transferred the housing responsibility for parole and PRCS revocations to local jail custody.

AB 109 also tasked the local Community Corrections Partnership (CCP) with recommending to the County Board of Supervisors a plan for implementing Public Safety Realignment. The Board of Supervisors adopted the Contra Costa County Realignment Plan on October 4, 2011 (Agenda Item No. D.5), as recommended by the Executive Committee of the CCP. On November 9, 2012, the CCP Executive Committee adopted an AB 109 Operational Plan.

The Executive Committee of the CCP is presently composed of the County Probation Officer (Chair), Sheriff-Coroner, a Chief of Police (represented by the Antioch Police Chief), District Attorney, Public Defender, Presiding Judge of the Superior Court or designee (represented by the Court Executive Officer), and the County Employment and Human Services Director.

The recommended FY 2016/17 AB 109 Public Safety Realignment Budget includes \$4,680,000 for Community Programs as follows:

• Employment Support and Placement Services	\$2,000,000
• Implementation of Reentry Success Center and Network	\$1,285,000
• Short and Long-term Housing Access	\$1,030,000
• Mentoring and Family Reunification Services	\$200,000
• Legal Services	\$150,000
• Development of a "Reentry Resource Guide"	\$15,000

#### **IV. Service Delivery Model**

The service delivery model developed by the CCP involves multiple organizations working in collaboration to provide services to address the specific criminogenic needs of the AB 109 population and others formerly incarcerated. The CCP is supported in this model development by the advice of the Community Advisory Board and its subcommittees.

The coordination of all of the County's re-entry efforts is led by a contracted Reentry Coordinator, situated in the Probation Office, and administratively supported by the County Administrator's Office. A dedicated unit of AB 109 Probation Officers serve as lead case managers to coordinate client services provided by County and community-based partner organizations. AB 109 Probation Officers also work closely with the County's Behavioral Health Division's Forensic Team to coordinate service referrals.

The Forensic Team was formed to address the needs of criminal justice-involved individuals with co-occurring mental health and substance abuse disorders. In addition to mental health counseling and medication management, clients can access residential and out-patient substance abuse treatment, short-term housing through homeless shelters, as well as assistance with enrollment in state and federal benefits including health care and income supports. AB 109 individuals who are not dually diagnosed with co-occurring disorders can still access the AB 109 designated shelter beds and substance abuse programs with Probation Officer referral to the County Behavioral Health Division.

This partnership between County agencies is further supported by community-based organizations contracted to provide employment support and placement, housing, mentoring, civil legal and family reunification services. Navigation and referral assistance to all of these services comes through access to the Reentry Success Center (located in Richmond) and the Central-East Network Reentry System of Services.

The Central-East Reentry Network is managed by a contracted Network Manager and supported by three contracted Field Operations Coordinators (one located in the Concord Police Department, one in the Antioch Police Department, and another in the Pittsburg Police Department). The Reentry Network (<http://www.contracosta.ca.gov/5220/Reentry-Network>) provides a "No Wrong Door" service mechanism to help formerly incarcerated individuals successfully reintegrate into the communities where they resided before incarceration, leading to a reduced recidivism rate, increased public safety, and healthy family reunification. Network services include transitional housing, specialized employment training in auto mechanics, employment and education liaison services, and leadership training.

The Reentry Success Center is intended to serve as a centralized, site-based gathering place for learning, capacity-development, and access to information and services related to reentry. Gathering resources into one accessible and welcoming hub of integrated services in a restorative environment, the Center is intended to serve a variety of members, including people who are currently incarcerated in prison or jail and who are within six months of returning to Contra Costa; formerly incarcerated people who live in Contra Costa; and Contra Costa County residents who are family members of currently incarcerated or formerly incarcerated people.

Led by its Director, the Center is co-governed by Rubicon Programs in formal partnership with the Center's multi-sector Steering Committee. This 13 member governance body is charged with stewarding the Center's mission, values, and vision, and guiding the alignment of the Center's operations with the community's identified needs and desires.

Generally, thirty to sixty days prior to a person's release from county jail to Mandatory Supervision, or to Post-Release Community Supervision (PRCS) from nearby prisons, a Deputy Probation Officer is able to make an initial contact with a client and introduce them to the programs and services made available to them. During this initial contact and interview the Deputy Probation Officer administers the Correctional Assessment and Intervention System (CAIS), a comprehensive assessment tool that combines validated risk and needs assessments with suggested supervision strategies for case planning. Through this process, areas of criminogenic need are identified and prioritized while an individualized case plan for the client is developed that addresses specific goals and needed services. The person is then referred to service providers to help meet the needs of the client and to obtain the goals that have been identified and agreed upon.

In addition to the coordinated care system described above, the County has also allocated AB 109 funding to the Public Defender and District Attorney (DA) for an Arraignment Court Early Representation (ACER) program, to ensure representation at arraignment for indigent clients; staff support for a Clean Slate program to aid County residents seeking expungement and related record remedy services; funding for the development of a "Failure to Appear" program; an additional Assistant District Attorney for Domestic Violence filings; additional Victim Witness Advocates; and a Reentry Attorney in the DA's office. Funding has also been recommended for FY 2016-17 for a Ceasefire Coordinator. In addition, a Pre-trial Services program has been implemented, as a partnership between the DA, Sheriff's Office, Public Defender and Probation Office.

The Workforce Development Board receives AB 109 funding to coordinate with County and community providers, leverage their existing services, and develop new employment opportunities for this population in designated high growth sectors. The Contra Costa County Police Chiefs Association also receives AB 109 funding to support 4.0 FTE officers in the cities of Antioch, Concord, Pittsburg and Richmond for coordinated support of AB 109 related law enforcement activities. Finally, funding has been provided since 2013 for data collection and evaluation efforts to measure the efficacy of the County and community services and programs over time.

## **V. Target Population**

The target population to be served includes individuals released from state prison on or after October 1, 2011 who are placed on PRCS provided by the Probation Department and those convicted of a non-violent, non-serious, non-sex offense pursuant to Penal Code 1170(h) who are incarcerated in County jail and/or assigned to Mandatory Supervision by Probation. If additional program capacity exists within the available funding, program services may be expanded to other formerly incarcerated populations in a tiered approach that prioritizes and ensures services to AB 109 clients.

### *Demographic Highlights:*

The County seeks to partner with eligible entities that have expertise in delivering reentry services to a diverse population assessed as moderate to high risk to re-offend. Respondents must demonstrate understanding of the demographics and criminogenic needs of justice-involved individuals and clearly articulate a track record of experience providing commensurate evidence-based services and interventions. Where any new or innovative practice is proposed, it must at least be research-informed, if not already regarded as promising.

Since October 1, 2011, the AB 109 unit of the Contra Costa County Probation Department has supervised 1917 clients, 1212 under Post-Release Community Supervision and 705 on Mandatory Supervision under Penal Code 1170(h)(5)(b). A majority (90%) of AB 109 clients are male. Even so, services that are gender-responsive to the needs of female clients are encouraged. While clients range in age from 18 to over 65, the average age is 39 and the majority of clients are in the 26 to 45 age range.

Ninety-two (92) percent of currently supervised AB 109 clients are assessed as moderate to high-risk for recidivism using the CAIS tool. CAIS determines risk through a semi-structured interview that identifies gender responsive risks, strengths and needs based on criminogenic needs including mental illness and substance abuse, antisocial behavior history, antisocial-procriminal attitudes and associations, personality patterns and familial factors.

As of February 1, 2016, the AB 109 unit actively supervised 1,414 clients residing in Contra Costa County. Approximately 165 (41%) reside in East County (Antioch, Bay Point, Brentwood, Discovery Bay, Oakley, Pittsburg), approximately 115 (28%) reside in West County (Crockett, El Sobrante, Hercules, Pinole, Richmond, Rodeo, San Pablo), approximately 80 (20%) reside in Central County (Clayton, Concord, Lafayette, Pacheco, Martinez, Pleasant Hill, Walnut Creek), and 11% of AB 109 clients reside in other counties (Alameda, Sacramento, Solano, Yolo).

In East County, 83% of AB 109 clients reside in Antioch, Pittsburg and Bay Point. In West County, 73% reside in the cities of Richmond and San Pablo. In Central County, 60% reside in Concord and Martinez. Respondents should demonstrate capacity to provide services in the cities where the majority of AB 109 clients reside.

### **AB 109 Population Demographics**

Up to 2/1/2016	PRCS	1170(h)	Both
Total Clients	1212	705	1917
Gender			
Male	1133	584	90%
Female	79	121	10%
Other	1	0	
Age			
Average Age	39.5	39.4	39.4
18-25	9%	7%	8%
26-35	32%	37%	34%



36-45	32%	31%	31%
46-55	21%	19%	20%
56-65	6%	6%	6%
66+	0.8%	0.4%	0.7%
<b>Race/Ethnicity</b>			
White	34%	44%	38%
Black	44%	34%	40%
Hispanic	19%	19%	19%
Asian	0.8%	1.1%	1%
Pacific Islander	NA	0.3%	0.1%
Filipino	0.8%	0.6%	0.7%
Samoan	0.2%	0.1%	0.2%
Native American	0.1%	NA	0.1%
Other	0.2%	NA	0.1%
Unknown	0.7%	1.1%	0.9%

## VI. **Funding**

Up to \$2,000,000 (two million dollars) is recommended in the AB 109 Public Safety Realignment Budget to fund the provision of employment support and placement services countywide on an annual basis, and the contract period is from July 1, 2016 through June 30, 2019. Funding shall be allocated to services provided in each sub-region of the county based on the most recent data on the location of currently supervised AB 109 clients: West County \$600,000; Central County \$600,000; and East County \$800,000. The Contra Costa County Administrator's Office (CAO) will administer these funds. The contract(s) resulting from this RFP may potentially be renewable at the sole discretion the Board of Supervisors.

Agencies may submit proposals individually, or may collaborate and work together to provide services in one or more geographic areas of the county. Respondents may submit a proposal to deliver services in one region of the County or in more than one region, depending on their experience and expertise. If applying collaboratively, only one agency may serve as the lead and will be expected to coordinate all fiscal and administrative duties as needed to meet the contractual obligations. This RFP may result in a single award or multiple awards.

## VII. **Purpose, Services, and Outcomes**

### A. **Purpose:**

“Reentry” is not a specific program, but rather a research-driven process that starts when an individual is initially incarcerated and ends when the person has been successfully reintegrated in his or her community as a law-abiding citizen. The reentry process includes the delivery of a variety of research-informed and evidence-based program services in both pre- and post-release

settings, designed to ensure that the transition from prison or jail to the community is both safe and successful. Employment support and placement services can be a significant element of a successful reentry strategy.

Without the assistance needed to foster successful community reintegration, many formerly incarcerated individuals engage in criminal activity. Employment post-incarceration is an important stabilizing factor that improves a person's ability to successfully reduce their risk for recidivism. In order to successfully reintegrate into the community, it is essential that formerly incarcerated individuals gain the skills necessary to compete for jobs, and to ultimately sustain employment for substantial lengths of time.

## **B. Employment Support and Placement Services:**

Employment Support Services: Barriers to work faced by re-entering individuals include the stigma of a criminal record, inconsistent work histories, low levels of educational attainment, limited marketable skills, and physical and mental health problems. Many individuals also lack necessary identification documents, access to transportation, and childcare for dependent children. The County seeks entities to ensure the provision of barrier removal services (acquiring California Driver's License/CA ID card, Social Security card, birth certificate, and addressing traffic court, child support and other barriers), workforce assessment, job readiness and soft skill training, career exploration, job search assistance, job retention support, resume and cover letter composition services, as well interview training, career mentoring, and other services to support finding, attaining, and keeping a job.

Employer Engagement: The County seeks entities with a proven track record of successfully identifying public and private sector employers that are committed to working with individuals with criminal histories. The proposer may describe strategic efforts to educate employers on federal employment discrimination guidelines, applicable federal tax credits, and other benefits of hiring formerly incarcerated individuals. The proposer should consider industry trends, certificate programs of the community colleges, Workforce Innovation and Opportunity Act (WIOA)-funded job training, other vocational training and apprenticeship opportunities, and how to further strengthen and streamline the pathways between employers and existing training programs.

To aid in successful placement, the proposal should include staffing specialists who cultivate employer relationships to identify open positions, develop new vocational opportunities accessible to the reentry population, and connect clients with targeted interviews. The staffing specialists should provide employers with information about various tax incentive programs available for hard-to-employ individuals including people with criminal records. Employers should also be informed about referrals for on-the-job (OJT) training and customized training options available through employment One-Stops throughout the county.

Vocational Training: The County seeks entities to directly provide or to provide efficient access to vocational training in specific industries willing to hire formerly incarcerated individual and expects that the proposer will have established or have a plan for establishing relationships with

associated industry employers so that clients have a clear picture of their pathway from training to employment. The County expects that proposers will have a thorough knowledge of the Workforce Development Board, WIOA and how to streamline eligible client access into available services, and established relationships with the community college district or other higher education gateways for moving disconnected workers into meaningful employment and long-term careers.

Subsidized Transitional/Supported Employment: Stable employment is critical for long-term reintegration back into communities. The County seeks to contract with entities to provide or provide access to meaningful transitional employment and subsidized wage opportunities for individuals who have demonstrated work readiness aptitude. The entity may provide transitional employment opportunities through an existing social enterprise or may propose a plan that brokers transitional job placements within public or private business in which employers are committed to working with motivated and work-ready individuals.

Specific employment placement and support services may include:

- Orientation and assessment of new participants;
- Employment preparation and job placement, retention and advancement services, including assistance obtaining documents necessary for employment;
- English as a Second Language training;
- Assistance with job applications and job search;
- Soft skills training regarding punctuality, reliability, conflict resolution, appropriate dress and attitude, understanding workplace etiquette, and effective interviewing skills;
- Job referrals;
- Working with potential employers to overcome barriers to occupations created by specific convictions;
- Employer education initiatives to increase employer willingness to employ formerly incarcerated;
- Tattoo removal;
- Post-release job readiness workshops;
- Transitional employment;
- On-the-Job training or subsidized employment;
- Education and Training;
- Case management including assistance connecting to supportive services such as housing, substance abuse programs and health services.

### **C. Outcomes:**

The County seeks expert entities to provide employment services that consider a wide range of academic and vocational experiences and skill sets, and which are dynamic enough to engage individuals who have a broad range of employment needs. The services may be provided in custody (depending on availability of space and access, provided by the Sheriff's Office) and/or in the community.

Proposers should describe a services delivery continuum that integrates all of the services sub-categories. The continuum may describe how the proposer can deliver on all sub-components, or it may describe how a collaboration of partners will work together seamlessly to coordinate the parallel delivery of the sub-components services.

## **VIII. Minimum Organizational Requirements**

1. *Service History*: A documented history of similar or equivalent service delivery to high risk criminal justice populations, including successful completion of contract deliverables and participation in outcome evaluation.
2. *Justice System Collaboration*: A history of prior successful collaboration with Probation, corrections, local law enforcement or other justice system stakeholders.

Knowledge of and participation in “jail to community” service delivery models is preferred, including demonstrated history of working effectively within a correctional setting and maintaining staff with jail clearances.

3. *Evidence-Based Practices*: Demonstrated knowledge of and commitment to implement evidence-based practices related to successful engagement and recidivism reduction with high-risk criminal offenders.
4. *Risk-Needs-Responsivity*: Demonstrated understanding of criminogenic needs and the recidivism reduction strategies that rely on effectively responding to these needs. An effective response often requires proper intervention dosage and duration levels
5. *Staff Training*: Bidder’s staff must be qualified and adequately trained to provide services and able to maintain confidential offender record information (CORI). Staff must commit to full participation in trainings provided through the County, including trauma-informed practices among other topics. County has the discretion to approve or disapprove the qualifications/training level of bidder’s staff working with Probation clients.
6. *Cultural Competency*: Demonstrated understanding and capacity to deliver gender responsive services, in appropriate languages, at appropriate educational and literacy levels, that are within the context of an individual’s cultural identity. To do this requires a demonstrated awareness, respect, and dynamic appreciation of the beliefs, practices, traditions, religions, personal history, and in the case of this RFP, criminal histories of individuals whom reside in the diverse local communities of Contra Costa.
7. *Interagency Collaboration*: Demonstrated interest and intent to collaborate with local county and non-profit service providers to obtain multi-disciplinary service delivery. A documented history of successful collaboration including shared case management and blended funding preferred. Staff must attend regular coordination meetings and collaborate with AB 109 partner agencies.

8. *Data Collection and Reporting*: Demonstrated capacity and commitment to collecting and reporting all required data including service delivery statistics (number served, units of service, dosage by client), and program-related impact and outcome measures.

Commitment to program changes and improvements based upon outcome data, including willingness to reconfigure services to enhance effective coordination through the AB109 service provider network.

9. *Matching Resources*: Current or potential sources of matching resources to supplement direct funding including leveraged funding or services, and volunteer hours. Since the available funding is not adequate to meet the anticipated level of need, qualified organizations that demonstrate the capacity to access additional resources may be prioritized.
10. *Licensing/Certification Requirements*: Successful bidders must have and maintain all appropriate licenses, permits, and certifications as required by the laws of the United States, State of California, Contra Costa County, and all other appropriate governmental agencies.
11. *Trauma-Informed Principles and Practices*: Demonstrated knowledge of and commitment to implement trauma-informed principles and practices in service delivery to ensure a focus on personal safety to help clients develop effective coping skills, build health relationships that foster growth, and develop strong, positive interpersonal support networks.

## **IX. Contract Monitoring and Evaluation**

The County Administrator's Office will actively monitor services provided through these contracts and will:

- a. Monitor subcontracts written by and entered into by the contractor;
- b. Provide information to contractors concerning additional State or County data requirements not provided herein.

At a minimum, contractors will be expected to:

- a. Be able to enter into contract and begin service delivery within 2 months of award;
- b. Perform all services without material deviation from an agreed-upon Service Plan;
- c. Complete quarterly progress reports and monthly data reports on templates supplied by County;
- d. Maintain adequate records of service provision to document compliance with Service Plan and complete forms supplied; and
- e. Cooperate with the collection of other fiscal/administrative/service data as requested by the County.

**REQUEST FOR PROPOSALS # 1602-167**

**EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM**

***RFP Requirements and Instructions for Bidders***

DRAFT

## RFP REQUIREMENTS AND INSTRUCTIONS FOR BIDDERS

The bidder requirements in this section are mandatory. Contra Costa County reserves the right to waive any nonmaterial variation.

1. All bidders shall submit one original proposal package and eight (8) complete copies of the proposal, under sealed cover, by mail or hand-delivery to the CAO at 651 Pine Street, 10<sup>th</sup> Floor, Martinez, CA 94553 to be received **no later than 5:00 p.m. on Friday, April 1, 2016**. Each submission must be marked on the outside with the Agency's name and RFP No. 1602-167. Any proposal received after the deadline will be rejected. Postmarks and faxed submissions are not acceptable.
2. A copy of a recent audit (within 12 months) or audited financial statement must be attached to the original copy of the proposal. *(If a proposer is submitting proposals for multiple RFPs offered through the AB 109 program, only one copy is required.)* If the organization has never had such an audit, please submit the most recent unaudited financial statements, a brief statement of reasons for not ever having conducted an independent audit, and a certification from the Chair of the Board of Directors, Executive Director, and the agency accountant that the information accurately reflects the agency's current financial status.
3. The CAO will review all received proposals to make sure they are technically compliant with formatting and submission guidelines as per the RFP and will conduct a review of the Minimum Organizational Requirements. Proposers that are non-compliant with technical and Minimum Organizational Requirements will not move forward to the Review Panel.
4. Proposals and required attachments shall be submitted as specified and must be signed by officials authorized to bind the bidder to the provisions of the RFP. All costs incurred in the preparation of a proposal will be the responsibility of the bidder and will not be reimbursed by the County.
5. A proposal may be withdrawn in person by a bidder's authorized representative prior to **12:00 p.m. on April 4, 2016**. If withdrawing a proposal, the bidder's authorized representative must provide appropriate identification (i.e. driver's license) and sign a receipt attesting to his/her withdrawal of the proposal.
6. A mandatory conference for prospective bidders will be held on the following dates/times at the following locations: March 7, 2016 from 9:00 a.m. to 11:00 a.m. at the Pittsburg City Council Chambers; March 8 from 10:00 a.m. to noon in the Zoning Administrator's Room at 30 Muir Road in Martinez; or March 9 from 2:30 p.m. to 4:30 p.m. in the Richmond City Council Chambers. For a proposal to receive consideration by the CAO, bidders **must attend** this conference—at any of the locations.

7. Prospective proposers are requested to return the Bidders Conference RSVP on page 31.
8. Any questions regarding this RFP should be emailed to [Lara.DeLaney@cao.cccounty.us](mailto:Lara.DeLaney@cao.cccounty.us) on or before 5:00 p.m. on March 14, 2016. Please include RFP #1602-167 in the subject line.
9. The CAO may amend this RFP, if needed, to make changes or corrections to specifications or provide additional data. Amendments will be posted at <http://www.co.contra-costa.ca.us/index.aspx?NID=2366> or, if after the bidders conference, emailed to all those attending. The CAO may extend the RFP submission date, if necessary, to allow bidders adequate time to consider additional information and submit required data.
10. The RFP process may be canceled in writing by the CAO prior to awards if the Contra Costa County Board of Supervisors determines that cancellation is in the best interest of the County.
11. With respect to this RFP, the County reserves the right to reject any, some, or all bids and proposals. The County reserves the right to negotiate separately in any manner to serve the best interests of the County. All proposals become property of the County, without obligation to any bidder.
12. Proposals will be judged on overall quality of content and responsiveness to the purpose and specifications of this RFP. Proposals should be without expensive artwork, unusual printing, or other materials not essential to the utility and clarity of the proposal. Evaluation criteria and weight factors are described below.
13. A Review Panel will evaluate all compliant proposals. The panel will be composed of the Chief Probation Officer (or designee), CAO staff, a Reentry Coordinator, a member of the Community Advisory Board, a formerly incarcerated person, and a professional in the area of employment, housing, mentoring or family reunification (*as applicable to the RFP*). On the basis of panel ratings recommendations, the Public Protection Committee will make recommendations to the Contra Costa County Board of Supervisors. Bidders will be notified of this recommendation in writing. Award of a contract by the Board of Supervisors will constitute acceptance of a proposal.
14. Only bidders submitting a proposal in accordance with RFP No. 1602-167 may appeal the RFP process. Appeals must be submitted in writing and should be addressed to Lara DeLaney, Senior Deputy County Administrator; County Administrator's Office and received at 651 Pine Street, 10<sup>th</sup> Floor, Martinez, CA 94553 no later than **5:00 PM on Friday, April 22, 2016**. Notification of a final decision on the appeal shall be made in writing to the bidder. When submitting, an appellant must clearly state the action appealed, the harm to the appellant, and the action sought. Appeals shall be limited to the following grounds:



- Failure of the County to follow the selection procedures and adhere to requirements specified in the RFP or any addenda or amendments.
- There has been a violation of conflict of interest as provided by California Government Code Section 87100 et seq.
- A violation of State or Federal law.

Notification of a final decision on the appeal by the CAO shall be made in writing to the bidder within five (5) days, and the decision of the CAO shall be final and not subject to further review.

15. Successful bidders will be expected to promptly enter contract negotiation with the CAO and begin service delivery within two months of contract award. This may result in mutually agreed upon changes in plans or activities identified in the proposal. As a result of this negotiation, actual contract(s) may include other agreements and clarifications of activities, consistent with the intent of this RFP.
16. Services will begin upon the signing of a contract according to a mutually agreed upon start-up schedule. The County is not liable for any cost incurred by the contractor prior to the effective date of any contract.
17. Selected contractor(s) will be responsible for all services offered in their proposal, whether or not contractor(s) perform them directly or through subcontractors in multiple agency collaboration.
18. The CAO will actively monitor service implementation and delivery and provide contract monitoring. Any material breach of contract requirements will constitute grounds for terminating the contract.
19. All contracted parties must agree to implement the County's alcohol/drug abuse prevention/treatment policy and comply with related monitoring and evaluation procedures.

**REQUEST FOR PROPOSALS # 1602-167**

**EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM**

<p><b><i>Proposal Preparation Instructions</i></b></p>
--------------------------------------------------------

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## PROPOSAL PREPARATION INSTRUCTIONS

### **PROPOSAL INSTRUCTIONS**

1. Responses must be in the form of a proposal package containing a complete proposal and all required supporting information and documents.
2. Each bidder must submit one (1) original proposal package and eight (8) complete copies with attachments included, unless otherwise noted on Respondent's Checklist.
3. All narrative materials are to be single-spaced on 8 1/2" x 11" paper (*recycled preferred*) with no less than 1" margins on each side of paper. Use an easy to read 12-point font. **Total proposal should not exceed 16 pages excluding cover sheet, table of contents, budget, budget narrative and required attachments.**
4. Pages must be stapled together and numbered consecutively with each section identified by an appropriate Roman numeral.
5. Forms 1-4 (attached to this RFP) are to be fully completed and attached in the order indicated on the Respondent's Checklist.
6. All information in the proposal package must be presented in the following sequence.

### **PROPOSAL OUTLINE**

#### **SECTION I - INTRODUCTION**

##### **I.1 Proposal Cover Statement (Form #1)**

The Proposal Cover Statement with original signatures, **in blue ink**, of the bidder's Board of Directors' President and Executive Director attached to the original of the proposal must precede the narrative. Copies of the form must also serve as a cover page to the remaining eight (8) proposal copies submitted.

##### **I.2 Table of Contents**

Include a table of contents using Attachment A as your guide.

## SECTION II—PROGRAM NARRATIVE

### II.1 Agency Overview (1-2 pages for each agency/party)

(Submit an agency overview for each party in a collaborative.)

- A. State your agency's mission and its overall service philosophy.
- B. Describe briefly:
  - 1. Your agency's primary program services;
  - 2. Agency's years in operation and number of years providing services described in this RFP;
  - 3. Agency's experience and capabilities as they relate to the scope of services described in this RFP;
  - 4. Current service population(s): number of clients, demographic and geographic information;
  - 5. Staffing pattern (size, composition, education level);
  - 6. Location of administrative and program office(s);
  - 7. History of collaboration with other service providers;
  - 8. Other partner agencies involved in provision of services.

### II.2 Program Proposal (8 pages or fewer)

- A. Describe the program of service delivery for which AB 109 funds are requested. For each program, address the following, and specifically identify the **incorporation of evidence-based practices** in your program:
  - 1. Program Design, Methodology & Goals
    - a. What are the goals of the program?
    - b. What is the approach employed by the program to meet the goals? *Provide a detailed description of the program model including any tailoring of the program to meet the needs of the individual receiving services.*
    - c. Who is the target population for your program? *Provide details on demographics of the target population, including number of clients to be served, age range of clients to be served, and geographic location.*
    - d. What services will be provided to this population and who will provide

the services?

- e. Where and how will the services be offered? *Indicate the days and hours services will be offered, languages in which services will be provided, any costs to be incurred by the clients, and service delivery methods, including how accessible services are to public transportation, etc.*
- f. Demonstrate your organization's knowledge of and commitment to implement evidence-based practices related to successful programmatic engagement and recidivism reduction strategies, including the appropriate use of Risk-Needs-Responsivity principles. Where your services are research-informed, describe why such practices are promising and likely to produce the desired outcomes and impact with the target population.

2. Program evaluation and outcomes

Describe in specific detail how you will determine the success of the program and the quality of the services provided.

- a. How will service delivery be monitored and evaluated?
- b. What data will you collect and report?
- c. How will you use collected data for program improvement?
- d. What are your program outcome measures and how will you track them? *Discuss specific outcomes that measure the impact or results for each service component.*

3. Collaboration and Coordination

- a. *Collaboration:* If this proposal is a collaborative effort, describe the primary activities and responsibilities of each collaborator. Indicate how resources will be shared, how funds will be leveraged and blended, and how service duplication will be avoided.
- b. *Coordination:* Indicate how this program will interface with other public and private agencies serving the same target populations or providing related services. **Specifically indicate how this program will interface with the Reentry Network, the Reentry Success Center, and the Workforce Development Board.**

Please include memorandums of support and/or memorandums of understanding.

4. Community Resources: Describe how you will:

- Build community resources
- Use existing community resources
- Complement and strengthen existing resources.

### **II.3 Program Implementation and Oversight (4 pages or fewer)**

1. Describe the process goals and timeline for implementation of the service plan. *Process goals describe the action-steps that the agency or collaborative will take in order to implement the service plan. If the proposal is a collaborative effort, describe each agency's specific responsibilities and timelines, and the respective primary roles of staff in each agency in completing the action-steps.*
2. Describe how you will ensure fidelity of your program to evidence-based practices.
3. Submit a staffing plan for all staff working directly or indirectly in this program, including: staff name and job title; time allocated to program; duties/activities; language/cultural competence. *Describe briefly how the staffing plan meets the needs of the program. Clearly indicate positions you will need to hire.*
4. Describe the agency's use of local resources in the design, implementation and evaluation of the proposed program. Include the use of local residents and consumers, if applicable.
5. Submit job descriptions and resumes of Executive Director and key program staff.
6. Submit agency organizational chart.

### **II.4 Bidder's Experience (up to 1 page)**

Describe your agency's current or past experience in providing the proposed services, including length of time your agency has been providing these services. Indicate staff experience with methodologies to be used. Note any other relevant aspects of your agency's service history that demonstrate capacity to provide the proposed services.

### **II.5 Cultural Competency (up to 1 page)**

Describe strategies and processes you will use to assure that services are responsive and relevant to the identified population. Demonstrate your organization's understanding and capacity to deliver responsive services, including cultural and linguistic competency, ties to the local community, field-based service delivery, gender-specific programming, targeting of multiple learning styles at varied literacy levels and effective client engagement and retention strategies.

## SECTION III. - PROGRAM BUDGET INFORMATION

### III.1 Fiscal Management Information Narrative

- A. Provide a brief description of the lead agency's accounting system and internal controls. Include the following *as appropriate*:
1. Overall system (accrual, double-entry, automated or manual)
  2. Timekeeping system
  3. Inventory system
  4. Payroll system
  5. Cost allocation plan and methodology
  6. Ledger system for receivables, payables, expenses, disbursements, petty cash
- B. Explain how your fiscal system is administered and by whom. Include responsibilities of Board of Directors, Executive Director and fiscal staff in fiscal management. Describe experience and qualifications of fiscal staff.
- C. Describe fiscal procedures and policies or attach a manual of fiscal procedures and policies.

### III.2 Program Budget/Narrative

- A. Complete a line-item budget for all programs, showing all costs, **for three years**. *Program Budget should include a breakdown of all costs that demonstrates computations for each budget category (i.e., Personnel, Benefits, Supplies, Local Travel, etc.) Proposed budgets are expected to be complete, reasonable, cost effective, and necessary for proposed activities across the three contract years.*
- B. Program Budget Narrative

*Each budget cost item must be detailed in the narrative section and should reflect the basis for the computations. Every item must be completed, if applicable. Minimal narrative requirements are described below:*

1. Administration and Support  
Include supervisors, directors, clerical support staff, and administrative staff with no service delivery responsibilities. Divide the salaries of staff with both "Service Delivery" and "Administration" responsibilities in proportion to the time allotted for each activity.

List such staff in both categories. Indicate titles, rate of pay, time allotted to program and full-time equivalent positions (FTEs). Explain in

narrative.

***Administrative costs should not exceed 15% of total request.***

2. Program Staff

Include all staff involved in service delivery. Indicate titles, rate of pay, time allotted to program and FTEs.

3. Payroll Fringe Benefits

Report estimated costs of benefits, vacations, sick leave and training days on the line-item budget. Narrative shall list staff by title, FTEs, pay rate and amount of time allocated. Include for each staff title by type (FICA, SUI, FUTA, Worker's Compensation, leave and health and other insurance), applicable rates or basis.

4. Operations

a. *Occupancy*

Describe all applicable factors (e.g. rent/leases) and basis for allocating cost to program.

b. *Utilities*

Describe all applicable factors and basis for allocating cost to program.

c. *Telephone, Postage, Insurance, Equipment*

List by type, justification of cost and basis for allocating cost to program.

d. *Printing/Photocopying*

List cost by type and describe justification for cost and basis for allocating costs to program.

e. *Materials*

List by type and describe justification of cost.

f. *Travel*

Describe type, justification, and basis of cost. Include service delivery, administration mileage and transportation costs for clients.

g. *Miscellaneous*

Indicate kinds of anticipated miscellaneous costs, such as childcare for clients while receiving services. Each item over \$100 should be explained individually.



**REQUEST FOR PROPOSALS # 1602-167**

**EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM**

***Proposal Review and Selection***

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## PROPOSAL REVIEW AND SELECTION

All proposals submitted in compliance with the RFP requirements will be eligible for review and selection. Proposals will be evaluated in two distinct areas:

- A. Service proposal and bidder's implementation capability.
- B. Fiscal proposal and bidder's fiscal management capability.

### **Proposal Selection Methodology:**

- A. Only those proposals from respondents who attended the Mandatory Bidders Conference will be forwarded for review.
- B. CAO staff will review each proposal's adherence to RFP specifications, including:
  - Proposal Cover Statement
  - Proposal Narrative
  - Agency Information (*including required attachments*)
  - Budget forms
  - Other fiscal information (*including required attachments*)
- 1. All proposals deemed responsive will be referred to the RFP Review Panel.
- 2. The panel will be composed of the Chief Probation Officer (or designee), CAO staff, a Reentry Coordinator, a member of the Community Advisory Board, a formerly incarcerated person, and a professional in the area of employment, housing, mentoring or family reunification (*as applicable to the RFP*). Members of the Review Panel will be required to sign an impartiality statement.
- C. The Review Panel will review all qualified proposals and evaluate and score all service elements utilizing the evaluation criteria outlined on page 29.
- D. The Public Protection Committee will make recommendations for contract awards to the Board of Supervisors after considering the recommendations of the Review Panel.

**REQUEST FOR PROPOSALS # 1602-167**

**EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM**

<i><b>Rating Sheet</b></i>
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## RATING SHEET

Program elements will be weighted as follows with a maximum score of 100:

### **Program Elements and Possible Score**

- |       |                                                                                                                                                                                                                                                                                                                                                                                                                                     |      |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| I.    | <u>Proposal Cover Statement - <i>required but not weighted</i></u>                                                                                                                                                                                                                                                                                                                                                                  |      |
| II.1. | <u>Agency Overview</u><br>1. Organization's overall services/history (3 pts.)<br>2. Administrative and program offices locally based (3 pts.)<br>3. Demonstrated history of collaboration to deliver services (2 pts.)                                                                                                                                                                                                              | 0-8  |
| II.2. | <u>Program Proposal</u><br>1. Program design/methodology and <b>use of EBP and RNR</b> (20 pts.)<br>2. Program evaluation/outcomes (15 pts.)<br>3. Collaboration with other organizations/Coordination (5 pts.)                                                                                                                                                                                                                     | 0-40 |
| II.3. | <u>Program Implementation and Oversight</u><br>1. Action-steps and timeline for implementation, including primary roles and responsibilities, and ensuring fidelity to an evidence-based model (8 pts.)<br>2. Program staffing (FTEs, responsibilities, experience) and management (5 pts.)<br>3. Knowledge of and use of local resources, inclusion of local residents in program planning, implementation and evaluation (2 pts.) | 0-15 |
| II.4  | <u>Bidder's Experience</u><br>Bidder's current or past experience and demonstrated ability of applicant to deliver services to the targeted communities as specified.                                                                                                                                                                                                                                                               | 0-12 |
| II.5  | <u>Cultural Competency</u><br>Cultural sensitivity of program and relevance of services to diverse client populations, including gender specific services and delivery of services in the clients' primary language. (10 pts.)                                                                                                                                                                                                      | 0-10 |
| III.1 | <u>Fiscal Management Information</u>                                                                                                                                                                                                                                                                                                                                                                                                | 0-5  |
| III.2 | <u>Program Budget/Narrative</u><br>Program budget detailing the cost for program administration, salaries, benefits and operation.                                                                                                                                                                                                                                                                                                  | 0-10 |

<b>Total    100 pts.</b>
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**REQUEST FOR PROPOSALS # 1602-167**

**EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM**

***Bidders Conference RSVP Form***

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## Bidders Conference RSVP Form

To: Lara DeLaney, Senior Deputy County Administrator  
County Administrator's Office  
Attention: RFP #1602-167  
[Lara.delaney@cao.cccounty.us](mailto:Lara.delaney@cao.cccounty.us)  
651 Pine Street, 10<sup>th</sup> Floor  
Martinez, California 94553

RE: Attendance of Bidders Conference for RFP #1602-167

☐ I/we plan to attend the Bidders Conference in:

Name: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Phone: \_\_\_\_\_

I / we will be bringing (#)\_\_\_\_\_ of people.

I / we are most interested in learning about (check all that apply):

\_\_\_\_ More details regarding AB 109

\_\_\_\_ Budget Preparation

\_\_\_\_ Evaluation

\_\_\_\_ Designated Funding Areas

\_\_\_\_ Other \_\_\_\_\_

Please return completed form to the above address or email it to [vana.tran@cao.cccounty.us](mailto:vana.tran@cao.cccounty.us) by  
5:00 pm, Friday, March 4, 2016.

**REQUEST FOR PROPOSALS # 1602-167**

**EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM**

**FORM 1**

***Proposal Cover Statement***

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**FORM 1**

**PROPOSAL COVER STATEMENT**

**EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM**

Applicant  
Organization \_\_\_\_\_  
Business  
Address \_\_\_\_\_  
\_\_\_\_\_  
Phone \_\_\_\_\_ email: \_\_\_\_\_ Year Organization Founded \_\_\_\_\_  
Contact Person & Title \_\_\_\_\_  
501(c)3 \_\_\_\_ yes Exemption Expiration Date \_\_\_\_\_  
\_\_\_\_ no Other (explain): \_\_\_\_\_  
Federal Employer Number: \_\_\_\_\_  
List Collaborative Partners, if applicable: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

We submit the attached proposal and attachments in response to Contra Costa County's Request for Proposals # 1602-167, and declare that:

*If the Board of Supervisors of Contra Costa County accepts this proposal, we will enter into a standard contract with Contra Costa County to provide all work specified herein as proposed or in accordance with modifications required by Contra Costa County. Funds obtained through this contract will not be used for other programs operated by the bidder/contractor unless stipulated within the proposal and accepted by the County.*

**Authorized representatives: (two signatures required)**

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Signature: \_\_\_\_\_  
Executive Director

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Board President

This form must accompany the proposal package when submitted. Only one copy with original signatures is required.



**REQUEST FOR PROPOSALS # 1602-167**

**EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM**

**FORM 2**

*Current Board of Directors*

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**FORM #2**

**CURRENT BOARD OF DIRECTORS**

1. Number of Board members required by agency's bylaws: \_\_\_\_\_
2. Number of members on current Board: \_\_\_\_\_
3. When and how often does the Board meet: \_\_\_\_\_
4. List current Board members below (or attach Board List in this format):

<u>Name of Member</u>	<u>City of Residence</u>	<u>Occupation/Affiliation</u>	<u>Board Position</u>
-----------------------	--------------------------	-------------------------------	-----------------------

5. Describe key roles and responsibilities of the Board:

**REQUEST FOR PROPOSALS # 1602-167**

**EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM**

**FORM 3**

***Bidder's Statement of Qualifications***

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**FORM #3**

**BIDDER'S STATEMENT OF QUALIFICATIONS**

1. List any licenses or certifications held by the agency, with expiration dates.

2 (a) Who administers your agency's fiscal system?

Name: \_\_\_\_\_

Phone: \_\_\_\_\_

Title: \_\_\_\_\_

Work Schedule: \_\_\_\_\_

(b) What CPA firm maintains or reviews the agency's financial records and annual audit, if applicable?

Name: \_\_\_\_\_

Phone: \_\_\_\_\_ Address: \_\_\_\_\_

\_\_\_\_\_

3. Number of years bidder operated under the present business name. \_\_\_\_\_  
List related prior business names, if any, and timeframe for each.

4. Number of years bidder has provided the services described in this proposal or related services. \_\_\_\_\_

5. Has bidder failed or refused to complete any contract? ☐ Yes ☐ No  
*If yes, briefly explain:*

6. Is there any past, present, or pending litigation in connection with contracts for services involving the bidder or any principal officer of the agency? ☐ Yes ☐ No  
*If yes, briefly explain.*

**FORM #3, Cont.**

7. Does bidder have a controlling interest in any other firm(s)? ☐ Yes ☐ No  
*If yes, please list below.*

8. Does bidder have commitments or potential commitments that may impact assets, lines of credit or otherwise affect agency's ability to fulfill this RFP? ☐ Yes ☐ No  
*If yes, specify below.*

Bidder attests, under penalty of perjury, that all information provided herein is complete and accurate. Bidder agrees to provide to County other information the County may request as necessary for an accurate determination of bidder's qualifications to perform proposed services.

\_\_\_\_\_  
Name and Title

(Executive Director)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name and Title

(Board President)

\_\_\_\_\_  
Date

**Note: When more than one agency will collaborate in providing services(s), each agency involved must complete this form.**

**REQUEST FOR PROPOSALS # 1602-167**

**EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM**

**FORM 4**

***Contracts and Grants***

DRAFT

**FORM #4**

**CONTRACTS AND GRANTS**

1. List current contracts and subcontracts including government contracts and/or grants:

Contact Name/Phone #  
of Contractor/Grantor

Services Provided  
Under Contract

Contract  
Dates

2. List key contracts/grants completed in the last five years, including government contracts/grants:

3. Bidder agrees to allow County to contact contractors for information relative to bidder's performance. **(Sign below)**

\_\_\_\_\_  
Name and Title  
(Executive Director)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name and Title  
(Board President)

\_\_\_\_\_  
Date

**Note: When more than one agency will collaborate in providing services(s), each agency involved must complete this form.**

**REQUEST FOR PROPOSALS # 1602-167**

**EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM**

**Attachment A**

***Required Attachments and Respondent Checklist***

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## REQUIRED ATTACHMENTS & RESPONDENT CHECKLIST

Each respondent must submit a proposal in the following order with documents as described (unless otherwise noted). Duplicate enclosed forms as necessary.

- ☐ **A. Proposal Cover Statement (Form #1)** attached as cover to each proposal
- ☐ **B. Table of Contents**
- ☐ **C. Program Narrative**
- ☐ **D. Program Budget Information**
- ☐ **E. List of Agency Board of Directors (Form #2)**
- ☐ **F. Agency Organizational Chart** indicating how proposed project relates with other agency projects and programs.
- ☐ **G. Job Descriptions and Resumes** of Executive Director and key program staff
- ☐ **H. Bidder's Statement of Qualifications (Form #3)**, completed and signed by Agency Executive Director and President of Agency Board of Directors. *(Form #3 with original signatures must accompany original proposal.)*
- ☐ **I. Bidder's Contracts and Grants (Form #4)**, completed and signed by the Agency Executive Director and the President of the Board of Directors. *(Form #4 with original signatures must accompany original proposal.)*
- ☐ **J. Fiscal Attachments** *(If submitting additional proposals, no need to re-submit.)*
  - Non-profit proposers must provide a copy of:
    1. A recent audit (within 12 months) or audited financial statement attached to the original copy of the proposal. *If the organization has never had such an audit, please submit the most recent unaudited financial statements, a brief statement of reasons for not ever having conducted an independent audit, and a certification from the Chair of the Board of Directors, Executive Director, and the agency accountant that the information accurately reflects the agency's current financial status. Also submit:*
    2. Current agency-wide Budget
    3. Balance Sheet
    4. Profit and Loss Statement
    5. Manual of Fiscal Procedures and Policies, *if available*
    6. Current Board of Directors' Bylaws
    7. Roster of the organization's Board of Directors including the directors' names, titles, phone numbers, and email addresses.
    8. 501(c) 3 Letter.

For profit proposers must provide a copy of:

1. A recent audit (within 12 months) or audited financial statement attached to the original copy of the proposal. *If the company has never had such an audit, please submit the most recent unaudited financial statements, a brief statement of reasons*

*for not ever having conducted an independent audit, and a certification from the Chair of the Board of Directors, C.E.O., and the company accountant that the information accurately reflects the company's current financial status. Also submit:*

2. Most recent company Annual Report
3. Current company Budget
4. Balance Sheet
5. Profit and Loss Statement
6. Manual of fiscal procedures and policies, *if available*
7. Current Board of Directors' Bylaws

- ☐ **K. Agency Brochure** (as available) (*If submitting additional proposals, no need to re-submit.*)
- ☐ **L. Other Relevant Attachments**

**REQUEST FOR PROPOSAL # 1602-167**

**EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM**

**Attachment B**

***County Contract Requirements and General Conditions***

DRAFT

**REQUEST FOR PROPOSALS (RFP) #1602-166**  
***Short and Long-Term Housing Access for AB 109 Program***

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The Contra Costa County Administrator's Office is pleased to announce, on behalf of the Board of Supervisors, the availability of up to \$1,180,000 on an annual basis for "Short and Long-Term Housing Access" to be provided to formerly incarcerated individuals for the period July 1, 2016 through June 30, 2019. Of this amount, \$150,000 is specifically designated to serve clients in the Central-East Reentry Network.

This RFP is a process by which the County solicits proposals of qualified bidders that may be selected to enter into a contract with the County.

***Please read this entire packet carefully.***

**Interested parties are required to attend a**

**MANDATORY Bidders Conference**

At any of the following dates/times/locations:

**March 7 from 9:00 to 11:00 a.m. in the Pittsburg City Council Chambers, 65 Civic Ave., Pittsburg**

**March 8 from 10:00 a.m. to noon in the Zoning Administrator Room, 30 Muir Rd., Martinez**

**March 9 from 2:30 p.m. to 4:30 p.m. in the Richmond City Council Chambers, 440 Civic Center Plaza, Richmond**

Attendance at this mandatory Bidders Conference is a requirement for submitting a proposal. The Bidders Conference is an opportunity to ask questions about the RFP and to receive technical assistance.

**Final proposals will be due at 651 Pine Street, 10<sup>th</sup> floor, Martinez CA 94553  
by 5:00 p.m. on Friday, April 1, 2016.**

Written questions about the RFP can be submitted to [lara.delaney@cao.cccounty.us](mailto:lara.delaney@cao.cccounty.us) by

5:00 p.m. on March 14, 2016.

Questions received after the Bidders Conference will be answered and made available at  
<http://www.co.contra-costa.ca.us/index.aspx?NID=2366>.

Thank you in advance for your efforts in preparing your response.

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**REQUEST FOR PROPOSALS # 1602-166**

**SHORT AND LONG-TERM HOUSING ACCESS FOR AB 109 PROGRAM**

<i><b>Project Description</b></i>
-----------------------------------

DRAFT

26-35	32%	37%	34%
36-45	32%	31%	31%
46-55	21%	19%	20%
56-65	6%	6%	6%
66+	0.8%	0.4%	0.7%
<b>Race/Ethnicity</b>			
White	34%	44%	38%
Black	44%	34%	40%
Hispanic	19%	19%	19%
Asian	0.8%	1.1%	1%
Pacific Islander	NA	0.3%	0.1%
Filipino	0.8%	0.6%	0.7%
Samoan	0.2%	0.1%	0.2%
Native American	0.1%	NA	0.1%
Other	0.2%	NA	0.1%
Unknown	0.7%	1.1%	0.9%

## VI. **Funding**

Up to \$1,180,000 (one million one hundred-eighty thousand dollars) is recommended in the AB 109 Public Safety Realignment Budget to fund the provision of Short and Long-Term Housing Access on an annual basis, and the contract period is from July 1, 2016 through June 30, 2019. The Contra Costa County Administrator's Office (CAO) will administer these funds. The contract(s) resulting from this RFP may potentially be renewable at the sole discretion the Board of Supervisors.

\$1,030,000 of the funding shall be allocated to housing services provided in each subregion of the county based on the most recent data on the location of currently supervised AB 109 clients: West County \$309,000; Central County \$309,000; and East County \$412,000. \$150,000 of the funding shall be allocated specifically to serve clients in the Central and East County Reentry Network.

Agencies may submit proposals individually, or may collaborate and work together to provide services in one or more geographic areas of the county. Respondents may submit a proposal to deliver services in one region of the County or in more than one region, depending on their experience and expertise. If applying collaboratively, only one agency may serve as the lead and will be expected to coordinate all fiscal and administrative duties as needed to meet the contractual obligations. This RFP may result in a single award or multiple awards.

## VII. **Purpose, Services, and Outcomes**

## **A. Purpose:**

“Reentry” is not a specific program, but rather a process that starts when an individual is initially incarcerated and ends when the person has been successfully reintegrated in his or her community as a law-abiding citizen. The reentry process includes the delivery of a variety of research- and evidence-based program services in both pre- and post-release settings, designed to ensure that the transition from prison or jail to the community is safe and successful. Short and long-term housing access and housing support, in general, can be a significant element of a successful reentry strategy.

While incarcerated, most individuals plan to move in with family members to provide a stable living situation upon release. However, formerly incarcerated individuals are often barred from joining a stable family living situation because they cannot be added to the lease or housing agreement. Many of these individuals experience rejection from families and friends, refusal by private landlords, and intensive screening (and eviction) from public housing. Despite the numerous challenges, new reentry housing programs are emerging. Yet even within the ones that currently exist, there are numerous differences reflecting the multiple factors to consider in designing such a program. Simply deciding whom the facility will serve can be quite challenging.

The history of low-income and special needs housing in the United States has traditionally been one of concentrating large numbers of units in a small number of disadvantaged communities. This approach is no longer considered viable and has been supplanted by a scattered site model supporting low density, low profile developments. Centralized facilities may be easier to operate and supervise, but are both highly visible and difficult to finance and develop. However, it can be more difficult to provide services, supervision and structure to a more dispersed population.

Determining what type of reentry housing to provide is another factor to consider, as many of these programs operate with varying levels of structure and flexibility. Emergency housing is for individuals who have no place to go upon their release and is mostly provided by an overburdened shelter system. Transitional housing, also called “phased permanent,” or “interim” housing, provides short-term residence and treatment services. Permanent housing teaches complete self-sufficiency and provides a permanent supportive environment for those who need lifelong care. Some reentry housing models have successfully incorporated more than one type of housing within the same facility or program.

In 2011, The Pacific Institute’s Safe Return Team, comprised of formerly incarcerated County residents, completed a survey of recently-released, adult Richmond area residents to assess service needs. 78% of respondents were unemployed, more than four times the overall Richmond unemployment rate and six times the California unemployment rate; 70% were technically homeless, staying with family or friends, short-term shelters or halfway houses; and more than half received no pre-release services or information about community reintegration resources. These findings illustrate the need for the housing support, pre-release case management, and vocational services.



The Safe Return report also found that the most common challenge recently released individuals face in accessing housing is financial: six out of ten could not afford the cost of entry into permanent housing (deposit and first and last month's rent) or to pay market rate rent in the community. In addition, many do not have sufficient credit history to meet private landlord screening. Increases in rent and in the use of tenant screening protocols have only exacerbated the problems faced by formerly incarcerated individuals seeking housing in the County.

## **B. Services and Desired Outcomes:**

Housing assistance/support services includes services that assist an individual to secure short-term or intermediate-term transitional housing, leading ultimately to long-term permanent housing. These services can include conducting a personalized needs assessment and developing a plan with the client to work through housing barriers, including developing a "tenant resume." They can also include referring clients to additional services to address credit or budget issues, or services to address other barriers to maintaining stable housing. Other services may include providing clients with education regarding tenant rights and responsibilities.

Housing access can include facilitating access to low-cost and/or subsidized housing options including sober living environment (SLE) and other transitional housing; working with a local housing authority to foster access to public subsidies and remove potential barriers; and addressing legal barriers to accessing housing. This may take the form of short-term emergency shelter, intermediate term (2-6 month) fully or partially subsidized housing and/or move-in assistance, and assistance with long-term affordable housing.

SLE housing are safe, clean, sober, residential environments that promote individual recovery through positive peer group interactions among house members and staff. Sober living housing is affordable, alcohol and drug-free and allows the house members or residents to continue to develop their individual recovery plans and to become self-supporting. The SLE must co-exist in a respectful, lawful, non-threatening manner within residential communities in Contra Costa County. Currently SLE's are not required nor are they able to be licensed by the State of California. They are, however, subject to landlord/tenant laws in California and zoning and other requirements of their local jurisdiction.

Supportive housing programs might be transitional or permanent, generally geared toward those with histories of mental illnesses, physical illnesses, substance abuse disorders, or chronic homelessness/residential instability. In addition to the affordable housing unit, supportive housing services typically include coordinated case management, health and mental health services, substance abuse treatment, vocational and employment services, tenant advocacy, and life skills training. In general, supportive housing is appropriate for individuals who have a high need for these supportive services, who generally do not have strong work histories or the ability to work due to physical and/or mental health issues, substance abuse histories, or other disabilities.

Central-East Reentry Network Services: Responders to the availability of the \$150,000 for Central-East housing services should provide housing access by means of SLEs or supportive

housing, with on-site supervision, specifically in locations throughout the Central and East regions of the county.

Short and Long-Term Housing Access services may include:

- The provision of short-term emergency shelter;
- The provision of intermediate-term fully or partially subsidized housing;
- Master leasing to provide sub-leases;
- Identifying local housing resources and gaps (low-cost private market housing and subsidized housing);
- Case managers to navigate access to existing, low-income and subsidized housing;
- Identifying landlords willing to provide housing to individuals with criminal records;
- Coordinating shared housing among multiple tenants;
- Assistance with rental agreements and application forms;
- Credit counseling and credit repair services;
- Education and advice on the rights/responsibilities of tenancy;
- Assistance with security and utility deposits.

**REQUEST FOR PROPOSALS # 1602-166**

**SHORT AND LONG-TERM HOUSING ACCESS FOR AB 109 PROGRAM**

***Proposal Preparation Instructions***

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## SECTION II—PROGRAM NARRATIVE

### II.1 Agency Overview (1-2 pages for each agency)

(Submit an agency overview for each party in a collaborative.)

- A. State your agency's mission and its overall service philosophy.
- B. Describe briefly:
  - 1. Your agency's primary program services;
  - 2. Agency's years in operation and number of years providing services described in this RFP;
  - 3. Agency's experience and capabilities as they relate to the scope of services described in this RFP;
  - 4. Current service population(s): number of clients, demographic and geographic information;
  - 5. Staffing pattern (size, composition, education level);
  - 6. Location of administrative and program office(s);
  - 7. History of collaboration with other service providers;
  - 8. Other partner agencies involved in provision of services.

### II.2 Program Proposal (8 pages or fewer)

- A. Describe the program of service delivery for which AB 109 funds are requested. For each program, address the following, and specifically identify the **incorporation of evidence-based practices** in your program:
  - 1. Program Design, Methodology & Goals
    - a. What are the goals of the program?
    - b. What is the approach employed by the program to meet the goals? Provide a detailed description of the program model including any tailoring of the program to meet the needs of the individual receiving services. *Include criteria describing client eligibility for residence, as applicable.*
    - c. Who is the target population for your program? *Provide details on demographics of the target population, including number of clients to be served, gender, and geographic location.*

- d. What specific services will be provided to this population and who will provide the services?
- e. Where and how will the services be offered? *Indicate the specific locations of proposed housing site(s); proximity of housing site(s) to public transportation; the zoning of the proposed housing site(s); and duration, dosage, and frequency of housing related activities and services.*
- f. Demonstrate your organization's knowledge of and commitment to implement evidence-based practices related to successful programmatic engagement and recidivism reduction strategies, including the appropriate use of Risk-Needs-Responsivity principles. Where your services are research-informed, describe why such practices are promising and likely to produce the desired outcomes and impact with the target population.

2. Program evaluation – outcomes

Describe in specific detail how you will determine the success of the program and the quality of the services provided.

- a. How will service delivery be monitored and evaluated?
- b. What data will you collect and report?
- c. How will you use that data for program improvement?
- d. What are your program outcome measures and how will you track them? *Discuss specific outcomes that measure the impact or results for each service component.*

3. Collaboration and Coordination

- a. Indicate how this program will interface with the Reentry Network and the Reentry Success Center, and other public and private agencies serving the same target populations or providing related services.
- b. Articulate strategic partnerships with a range of reentry service providers, so that clients have efficient access to relevant treatment, financial literacy/money management, mental health, education, employment and other personal development opportunities in addition to sober, safe and dignified housing.
- c. If this proposal is a collaborative effort, describe the primary activities and responsibilities of each collaborator. Indicate how resources will be shared, how funds will be leveraged and blended, and how service duplication will be avoided.

- d. Describe your knowledge of and experience collaborating and/or making/receiving referrals with community-based service partners, such as community-based organizations, County departments, criminal justice systems and other relevant agencies/organizations.

Please include memorandums of support and/or memorandums of understanding.

4. If proposing to provide SLE housing or supportive housing, describe your experience in the operation of an SLE or supportive housing site.
  - a. Include an overview of your housing services such as how long the house has been in operation;
  - b. Include history of providing such services to the target population;
  - c. Include the level of on-site management;
  - d. Include any existing contractual agreements with other governmental agencies.
  - e. Provide a copy of your *Policies & Procedures Manual* which should establish the rules, regulations, expectations, governance and grievance procedures of the house.

### **II.3 Program Implementation and Oversight (4 pages or fewer)**

1. Describe the process goals and timeline for implementation of the service plan. *Process goals describe the action-steps that the agency or collaborative will take in order to implement the service plan. If the proposal is a collaborative effort, describe each agency's specific responsibilities and timelines, and the respective primary roles of staff in each agency in completing the action-steps.*
2. Describe how you will ensure the fidelity of your program to evidence-based practices.
3. Describe how you will maintain a "Good Neighbor Policy" with the direct neighbors of any proposed housing site.
4. Submit a staffing plan for all staff working directly or indirectly in this program, including: staff name and job title; time allocated to program; duties/activities; language/cultural competence. *Describe briefly how the staffing plan meets the needs of the program. Clearly indicate positions you will need to hire.*
5. Submit job descriptions and resumes of Executive Director and key program staff.

## RATING SHEET

Program elements will be weighted as follows with a maximum score of 100:

### **Program Elements and Possible Score**

- |       |                                                                                                                                                                                        |      |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| I.    | <u>Proposal Cover Statement - <i>required but not weighted</i></u>                                                                                                                     |      |
| II.1. | <u>Agency Overview</u>                                                                                                                                                                 |      |
|       | 1. Organization's overall services/history (3 pts.)                                                                                                                                    |      |
|       | 2. Administrative and program offices are locally based (3 pts.)                                                                                                                       |      |
|       | 3. Demonstrated history of collaboration to deliver services (2 pts.)                                                                                                                  | 0-8  |
| II.2. | <u>Program Proposal</u>                                                                                                                                                                |      |
|       | 1. Program design/methodology and <b>use of EBP and RNR</b> (20 pts.)                                                                                                                  |      |
|       | 2. Program evaluation/outcomes (15 pts.)                                                                                                                                               |      |
|       | 3. Collaboration with other organizations/Coordination (5 pts.)                                                                                                                        | 0-40 |
| II.3. | <u>Program Implementation and Oversight</u>                                                                                                                                            |      |
|       | 1. Action-steps and timeline for implementation, including primary roles and responsibilities, and ensuring fidelity to an evidence-based model (8pts.)                                |      |
|       | 2. Program staffing (FTEs, responsibilities, experience) and management (5pts.)                                                                                                        |      |
|       | 3. Knowledge & use of local resources, inclusion of local residents in program planning, implementation and evaluation (2 pts.)                                                        | 0-15 |
| II.4  | <u>Bidder's Experience</u>                                                                                                                                                             |      |
|       | Bidder's current or past experience and demonstrated ability of applicant to deliver services to the targeted communities as specified.                                                | 0-12 |
| II.5  | <u>Cultural Competency</u>                                                                                                                                                             |      |
|       | Cultural sensitivity of program and relevance of services to diverse client populations, including gender specific services and delivery of services in the clients' primary language. | 0-10 |
| III.1 | <u>Fiscal Management Information</u>                                                                                                                                                   | 0-5  |
| III.2 | <u>Program Budget/Narrative</u>                                                                                                                                                        |      |
|       | Program budget detailing the cost for program administration, salaries, benefits and operation.                                                                                        | 0-10 |

<b>Total    100 pts.</b>
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**REQUEST FOR PROPOSALS # 1602-166**  
**SHORT AND LONG-TERM HOUSING ACCESS FOR AB 109 PROGRAM**  
**Attachment A**

***Required Attachments and Respondent Checklist***

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## REQUIRED ATTACHMENTS & RESPONDENT CHECKLIST

Each respondent must submit a proposal in the following order with documents as described (unless otherwise noted). Duplicate enclosed forms as necessary.

- ☐ **A. Proposal Cover Statement (Form #1)** attached as cover to each proposal
- ☐ **B. Table of Contents**
- ☐ **C. Program Narrative**
- ☐ **D. Program Budget Information**
- ☐ **E. List of Agency Board of Directors (Form #2)**
- ☐ **F. Agency Organizational Chart** indicating how proposed project relates with other agency projects and programs.
- ☐ **G. Job Descriptions and Resumes** of Executive Director and key program staff
- ☐ **H. Bidder's Statement of Qualifications (Form #3)**, completed and signed by Agency Executive Director and President of Agency Board of Directors. *(Form #3 with original signatures must accompany original proposal.)*
- ☐ **I. Bidder's Contracts and Grants (Form #4)**, completed and signed by the Agency Executive Director and the President of the Board of Directors. *(Form #4 with original signatures must accompany original proposal.)*
- ☐ **J. Fiscal Attachments** *(If submitting additional proposals, no need to re-submit.)*  
Non-profit proposers must provide a copy of:
  - 1. A recent audit (within 12 months) or audited financial statement attached to the original copy of the proposal. *If the organization has never had such an audit, please submit the most recent unaudited financial statements, a brief statement of reasons for not ever having conducted an independent audit, and a certification from the Chair of the Board of Directors, Executive Director, and the agency accountant that the information accurately reflects the agency's current financial status. Also submit:*
  - 2. Current agency-wide Budget
  - 3. Balance Sheet
  - 4. Profit and Loss Statement
  - 5. Manual of Fiscal Procedures and Policies, *if available*
  - 6. Current Board of Directors' Bylaws
  - 7. Roster of the organization's Board of Directors including the directors' names, titles, phone numbers, and email addresses.
  - 8. 501(c) 3 Letter.

For profit proposers must provide a copy of:

- 1. A recent audit (within 12 months) or audited financial statement attached to the original copy of the proposal. *If the company has never had such an audit, please submit the most recent unaudited financial statements, a brief statement of reasons*

*for not ever having conducted an independent audit, and a certification from the Chair of the Board of Directors, C.E.O., and the company accountant that the information accurately reflects the company's current financial status. Also submit:*

2. Most recent company Annual Report
3. Current company Budget
4. Balance Sheet
5. Profit and Loss Statement
6. Manual of fiscal procedures and policies, *if available*
7. Current Board of Directors' Bylaws

☐ **K. Agency Brochure** (as available) (*If submitting additional proposals, no need to re-submit.*)

☐ **L. City of Antioch Compliance:** *Note:* Contractors seeking to provide services located in the City of Antioch must demonstrate compliance with Ordinance No. 2066-C-S amending Section 9-5.203 and adding Section 9-5.3836 to the Antioch Municipal Code, including providing proof of a valid use permit issued by the City of Antioch.

**REQUEST FOR PROPOSALS (RFP) #1602-168**  
***Peer Mentoring and Family Reunification for AB 109 Program***

---

The Contra Costa County Administrator's Office is pleased to announce, on behalf of the Board of Supervisors, the availability of up to \$200,000 on an annual basis for "Peer Mentoring and Family Reunification Services" to be provided to formerly incarcerated individuals in Contra Costa County for the period July 1, 2016 through June 30, 2019.

This RFP is a process by which the County solicits proposals of qualified bidders that may be selected to enter into a contract with the County.

***Please read this entire packet carefully.***

**Interested parties are required to attend a**

**MANDATORY Bidders Conference**

At any of the following dates/times/locations:

**March 7 from 9:00 to 11:00 a.m. in the Pittsburg City Council Chambers, 65 Civic Ave., Pittsburg**

**March 8 from 10:00 a.m. to noon in the Zoning Administrator Room, 30 Muir Rd., Martinez**

**March 9 from 2:30 p.m. to 4:30 p.m. in the Richmond City Council Chambers, 440 Civic Center Plaza, Richmond**

Attendance at this mandatory Bidders Conference is a requirement for submitting a proposal. The Bidders Conference is an opportunity to ask questions about the RFP and to receive technical assistance.

**Final proposals will be due at 651 Pine Street, 10<sup>th</sup> floor, Martinez CA 94553  
by 5:00 p.m. on Friday, April 1, 2016.**

Written questions about the RFP can be submitted to [lara.delaney@cao.cccounty.us](mailto:lara.delaney@cao.cccounty.us) by

5:00 p.m. on March 14, 2016.

Questions received after the Bidders Conference will be answered and made available at  
<http://www.co.contra-costa.ca.us/index.aspx?NID=2366>.

Thank you in advance for your efforts in preparing your response.

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**REQUEST FOR PROPOSALS # 1602-168**

**PEER MENTORING AND FAMILY REUNIFICATION FOR AB 109 PROGRAM**

<i><b>Project Description</b></i>
-----------------------------------

36-45	32%	31%	31%
46-55	21%	19%	20%
56-65	6%	6%	6%
66+	0.8%	0.4%	0.7%
<b>Race/Ethnicity</b>			
White	34%	44%	38%
Black	44%	34%	40%
Hispanic	19%	19%	19%
Asian	0.8%	1.1%	1%
Pacific Islander	NA	0.3%	0.1%
Filipino	0.8%	0.6%	0.7%
Samoan	0.2%	0.1%	0.2%
Native American	0.1%	NA	0.1%
Other	0.2%	NA	0.1%
Unknown	0.7%	1.1%	0.9%

## VI. **Funding**

Up to \$200,000 (two hundred thousand dollars) is recommended in the AB 109 Public Safety Realignment Budget to fund the provision of Peer Mentoring and Family Reunification Services, on an annual basis, and the contract period is from July 1, 2016 through June 30, 2019. The Contra Costa County Administrator's Office (CAO) will administer these funds. The contract(s) resulting from this RFP may potentially be renewable at the sole discretion the Board of Supervisors.

Of the \$200,000 recommended in the AB 109 Budget, \$110,000 is allocated to Peer Mentoring programs serving clients in West County and \$90,000 is allocated to Family Reunification programs serving clients countywide.

Agencies may submit proposals individually, or may collaborate and work together to provide services in one or more geographic areas of the county. Respondents may submit a proposal to deliver services in one region of the County or in more than one region, depending on their experience and expertise. If applying collaboratively, only one agency may serve as the lead and will be expected to coordinate all fiscal and administrative duties as needed to meet the contractual obligations. This RFP may result in a single award or multiple awards.

## VII. **Purpose, Services, and Outcomes**

### A. **Purpose:**

“Reentry” is not a specific program, but rather a research-driven process that starts when an

individual is initially incarcerated and ends when the person has been successfully reintegrated in his or her community as a law-abiding citizen. The reentry process includes the delivery of a variety of research-informed and evidence-based program services in both pre- and post-release settings, designed to ensure that the transition from prison or jail to the community is both safe and successful. Mentoring of justice-involved individuals can be a significant element of a successful reentry strategy, as can be family reunification.

This solicitation is aimed at promoting more effective and successful reentry through the establishment and maintenance of pre- and post-release mentoring relationships and family reunification services.

## **B. Peer and Mentoring Services:**

The specific objective of the Peer Mentoring program is to recruit and train individuals as mentors and match them with participants in pre- and post-release services. “Mentoring” refers to a developmental relationship in which a more experienced person helps a less experienced person develop an enhanced sense of self-worth and specific knowledge and skills to increase their chance of successful reentry. Mentoring is a process for the informal transmission of knowledge, social capital, and the psychosocial support perceived by the recipient as relevant to work, career, or professional and personal development with the primary goal of preparing an individual (pre-release) for reentry and supporting him/her during the reentry process to enhance success. Most importantly, mentoring facilitates connections to pro-social networks and role models within the community that can facilitate new ways of thinking and reduce the risk for anti-social behavior.

Mentoring involves communication, is relationship-based, and can take many forms. It may consist of a one-to-one relationship or it can also occur in a small group setting. Mentoring also includes support with family reunification including fostering family readiness, health, safety, and receptivity during reentry and reintegration.

All AB 109 funded mentoring programs must include the evidence-based practice of connecting with individuals pre-release with continuity post-release. Responders should propose mentor training programs that address the unique needs of justice-involved individuals as well as supports for mentors. Proposers must also demonstrate connections to the community and specific methodologies for connecting with and improving outcomes for participants in the mentoring program. Training and program models should incorporate the perspectives of formerly incarcerated individuals who have achieved successful reintegration.

While mentoring will not look the same across all programs, there are some underlying principles of quality mentoring that provide the foundation around which effective mentoring systems are built, and which proposals should demonstrate. These principles include:

- a. Strong partnership between the mentoring organization and the AB 109 partners;
- b. A reasonably intensive process for the careful selection and retention of qualified mentors, and detailed processes to successfully match mentors and mentees;

- c. Training for mentors that is informed by the needs of adults reentering the community, and seeks to promote effective mentoring methods;
- d. Mentoring content (i.e., resources, materials, training, etc.) based on recognized adult basic education instructional skills and knowledge, and content and strategies individualized to the needs of formerly incarcerated participants with special attention paid to the provision of post-matching support;
- e. Effective program management including detailed plans for management of program information, mentee/mentor relationship monitoring, strategies for ongoing mentor evaluation and development
- f. A robust and well communicated grievance process for mentees

Peer mentoring services may include, but are not limited to, the following:

- Pre-release relationship building;
- One-to-One mentoring support;
- Peer mentoring groups;
- Post-release reentry aftercare sessions/drop-in support;
- Transportation of clients and families to appointments and meetings;
- Service advocacy to address barriers to successful reentry;
- Services to support development of healthy, safe relationships with intimate partners and family members;
- Social events and service projects to build relationships and increase positive engagement with the community.

### **C. Family Reunification Services:**

Formerly incarcerated individuals who have effective social support systems are more likely to successfully reenter society. Family members can provide formerly incarcerated individuals with financial and emotional support when needed. The term “family” should not be narrowly restricted to blood relatives; it can apply to any individuals with whom the formerly incarcerated individuals have strong ties.

Responders should also address the needs of children with incarcerated parents. The evidence suggests children of incarcerated parents are also in need of support; they are less likely to do well in school, more likely have behavior problems, more likely to have substance abuse problems, and more likely to suffer from depression. Moreover, the lack of contact with their parents can cause them to have low self-esteem (Bushfield, 2004). All of these factors place these children at higher risk of becoming incarcerated themselves; therefore, helping the family reunify is a way to address the generational effects of incarceration.

While it is important to try to build on family strengths, it is also important to recognize that family reunification is not always possible or advisable. For some clients, family ties may act as a conduit to risky behavior such as violence, drug use and criminal activity, rather than an insulator from these negative influences. Conversely, for some families, relationships that are steeped in histories of victimization or disappointment can mean that families will not be ready or willing to work at repairing a relationship or providing support to an individual when she or



he is released (Travis, 2003). In these cases, it is important to identify other sources of social support, whether that means tapping into existing relationships or helping establish new ones.

### Objectives

1. Strengthen social support systems for clients to help reduce the risk of future incarceration.
2. Enhance communication skills through hands-on training sessions in order to foster a creative atmosphere for trust.
3. Provide tools to equip family members and other supporters with an ability overcome the challenges of everyday life events.
4. Provide parenting and childhood developmental education.
5. When proper to do so, facilitate a process to repair harm done to pro-social relationships.

## **VIII. Minimum Organizational Requirements**

1. Service History: A documented history of similar or equivalent service delivery to high risk criminal justice populations, including successful completion of contract deliverables and participation in outcome evaluation.
2. Justice System Collaboration: A history of prior successful collaboration with Probation, corrections, local law enforcement or other justice system stakeholders.

Knowledge of and participation in “jail to community” service delivery models is preferred, including demonstrated history of working effectively within a correctional setting and maintaining staff with jail clearances.

3. Evidence-Based Practices: Demonstrated knowledge of and commitment to implement evidence-based practices related to successful engagement and recidivism reduction with high-risk criminal offenders.
4. Risk-Needs-Responsivity: Demonstrated understanding of criminogenic needs and the recidivism reduction strategies that rely on effectively responding to these needs. An effective response often requires proper intervention dosage and duration levels
5. Staff Training: Bidder’s staff must be qualified and adequately trained to provide services and able to maintain confidential offender record information (CORI). Staff must commit to full participation in trainings provided through the County, including trauma-informed practices among other topics. County has the discretion to approve or disapprove the qualifications/training level of bidder’s staff working with Probation clients.
6. Cultural Competency: Demonstrated understanding and capacity to deliver gender responsive services, in appropriate languages, at appropriate educational and literacy levels, that are within the context of an individual’s cultural identity. To do this requires a demonstrated awareness, respect, and dynamic appreciation of the beliefs, practices,

**REQUEST FOR PROPOSALS # 1602-168**

**PEER MENTORING AND FAMILY REUNIFICATION FOR AB 109 PROGRAM**

***Proposal Preparation Instructions***

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## SECTION II—PROGRAM NARRATIVE

### II.1 Agency Overview (1-2 pages for each agency)

(Submit an agency overview for each party in a collaborative.)

- A. State your agency's mission and its overall service philosophy.
- B. Describe briefly:
  - 1. Your agency's primary program services;
  - 2. Agency's years in operation and number of years providing services described herein;
  - 3. Agency's experience and capabilities as they relate to the scope of services described herein;
  - 4. Current service population(s): number of clients, demographic and geographic information, and types of services provided;
  - 5. Staffing pattern (size, composition, education level);
  - 6. Location of administrative and program office(s);
  - 7. History of collaboration with other service providers;
  - 8. Other partner agencies involved in provision of services.

### II.2 Program Proposal (8 pages or fewer)

- A. Describe the program of service delivery for which AB 109 funds are requested. For each program, address the following, and specifically identify the **incorporation of evidence-based practices** in your program:
  - 1. Program Design, Methodology & Goals
    - a. What are the goals of the program?
    - b. What is the approach employed by the program to meet the goals? Provide a detailed description of the program model including any tailoring of the program to meet the needs of the individual receiving services.
    - c. Who is the target population for your program? *Provide details on demographics of the target population, including number of clients to be served, gender, and geographic location.*
    - d. What specific services will be provided to this population and who will provide the services?

- e. Where and how will the services be offered? *Indicate the location, duration, dosage, and frequency of mentoring or family reunification activities and services.*
- f. Demonstrate your organization's knowledge of and commitment to implement evidence-based practices related to successful programmatic engagement and recidivism reduction strategies, including the appropriate use of Risk-Needs-Responsivity principles. Where your services are research-informed, describe why such practices are promising and likely to produce the desired outcomes and impact with the target population.
- g. For Peer Mentoring programs, identify the target number of mentors who will be recruited and list the community partners the applicant will engage in recruiting mentors.
- h. For Peer Mentoring programs, identify and define the population of people that will serve as mentors.
- i. For Peer Mentoring programs, provide an outline of the training curriculum that will be provided to all mentors.
- j. For Family Reunification programs, provide an outline of any parenting and childhood development curriculum that will be provided to clients.

2. Program evaluation – outcomes

Describe in specific detail how you will determine the success of the program and the quality of the services provided.

- a. How will service delivery be monitored and evaluated?
- b. What data will you collect and report?
- c. How will you use that data for program improvement?
- d. What are your program outcome measures and how will you track them? *Discuss specific outcomes that measure the impact or results for each service component.*

3. Collaboration and Coordination

- a. Indicate how this program will interface with the Reentry Network and the Reentry Success Center, and other public and private agencies serving the same target populations or providing related services.

- b. Articulate strategic partnerships with a range of reentry service providers, so that clients have efficient access to relevant treatment, financial literacy/money management, mental health, education, employment and other personal development opportunities in addition to sober, safe and dignified housing.
- c. If this proposal is a collaborative effort, describe the primary activities and responsibilities of each collaborator. Indicate how resources will be shared, how funds will be leveraged and blended, and how service duplication will be avoided.
- d. Describe your knowledge of and experience collaborating and/or making/receiving referrals with community-based service partners, such as community-based organizations, County departments, criminal justice systems and other relevant agencies/organizations.

Please include memorandums of support and/or memorandums of understanding.

### **II.3 Program Implementation and Oversight (4 pages or fewer)**

- 1. Describe the process goals and timeline for implementation of the service plan. *Process goals describe the action-steps that the agency or collaborative will take in order to implement the service plan. If the proposal is a collaborative effort, describe each agency's specific responsibilities and timelines, and the respective primary roles of staff in each agency in completing the action-steps.*
- 2. Describe how you will ensure the fidelity of your program to evidence-based practices.
- 3. Submit a staffing plan for all staff working directly or indirectly in this program, including: staff name and job title; time allocated to program; duties/activities; language/cultural competence. Describe briefly how the staffing plan meets the needs of the program. *Clearly indicate positions you will need to hire.*
- 4. Submit job descriptions and resumes of Executive Director and key program staff.
- 5. Submit agency organizational chart.

### **II.4 Bidder's Experience (up to 1 page)**

Describe your agency's current or past experience in providing the proposed services, including length of time your agency has been providing these services. Indicate staff experience with methodologies to be used. Note any other relevant aspects of your agency's service history that demonstrate capacity to provide the proposed services.

**REQUEST FOR PROPOSALS # 1602-168**

**PEER MENTORING AND FAMILY REUNIFICATION FOR AB 109 PROGRAM**

**Attachment A**

***Required Attachments and Respondent Checklist***

## REQUIRED ATTACHMENTS & RESPONDENT CHECKLIST

Each respondent must submit a proposal in the following order with documents as described (unless otherwise noted). Duplicate enclosed forms as necessary.

- ☐ **A. Proposal Cover Statement (Form #1)** attached as cover to each proposal
- ☐ **B. Table of Contents**
- ☐ **C. Program Narrative**
- ☐ **D. Program Budget Information**
- ☐ **E. List of Agency Board of Directors (Form #2)**
- ☐ **F. Agency Organizational Chart** indicating how proposed project relates with other agency projects and programs.
- ☐ **G. Job Descriptions and Resumes** of Executive Director and key program staff
- ☐ **H. Bidder's Statement of Qualifications (Form #3)**, completed and signed by Agency Executive Director and President of Agency Board of Directors. *(Form #3 with original signatures must accompany original proposal.)*
- ☐ **I. Bidder's Contracts and Grants (Form #4)**, completed and signed by the Agency Executive Director and the President of the Board of Directors. *(Form #4 with original signatures must accompany original proposal.)*
- ☐ **J. Fiscal Attachments** *(If submitting additional proposals, no need to re-submit.)*
  - Non-profit proposers must provide a copy of:
    1. A recent audit (within 12 months) or audited financial statement attached to the original copy of the proposal. *If the organization has never had such an audit, please submit the most recent unaudited financial statements, a brief statement of reasons for not ever having conducted an independent audit, and a certification from the Chair of the Board of Directors, Executive Director, and the agency accountant that the information accurately reflects the agency's current financial status. Also submit:*
    2. Current agency-wide Budget
    3. Balance Sheet
    4. Profit and Loss Statement
    5. Manual of Fiscal Procedures and Policies, *if available*
    6. Current Board of Directors' Bylaws
    7. Roster of the organization's Board of Directors including the directors' names, titles, phone numbers, and email addresses.
    8. 501(c) 3 Letter.

For-profit proposers must provide a copy of:

1. A recent audit (within 12 months) or audited financial statement attached to the original copy of the proposal. *If the company has never had such an audit, please submit the most recent unaudited financial statements, a brief statement of reasons*

*for not ever having conducted an independent audit, and a certification from the Chair of the Board of Directors, C.E.O., and the company accountant that the information accurately reflects the company's current financial status. Also submit:*

2. Most recent company Annual Report
3. Current company Budget
4. Balance Sheet
5. Profit and Loss Statement
6. Manual of fiscal procedures and policies, *if available*
7. Current Board of Directors' Bylaws

☐ **K. Agency Brochure** (as available) (*If submitting additional proposals, no need to re-submit.*)

☐ **L. Curriculum**



**REQUEST FOR QUALIFICATIONS (RFQ) #1602-169**  
***Civil Legal Services for AB 109 Program***

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The Contra Costa County Administrator's Office is pleased to announce, on behalf of the Board of Supervisors, the availability of up to \$150,000 (annually) for "Civil Legal Services" to be provided to formerly incarcerated individuals in Contra Costa County for the period July 1, 2016 through June 30, 2019.

This RFQ is a process by which the County solicits responses of qualified bidders that may be selected to enter into a contract with the County.

*Please read this entire packet carefully.*

**Final responses will be due at 651 Pine Street, 10<sup>th</sup> floor, Martinez CA 94553  
by 5:00 p.m. on Friday, April 1, 2016.**

Written questions about the RFQ can be submitted to [lara.delaney@cao.cccounty.us](mailto:lara.delaney@cao.cccounty.us) by  
5:00 p.m. on March 14, 2016.

Questions received after the Bidders Conference will be answered and made available at  
<http://www.co.contra-costa.ca.us/index.aspx?NID=2366>.

Thank you in advance for your efforts in preparing your response.

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## **RFQ TIMELINE**

1.	<b>RFQ announced</b>	<b>Tues., March 1, 2016</b>
2.	Written Questions Due from Responders	5:00 p.m., Mon., Mar. 14, 2016
3.	Addendum Issued	Tues., Mar. 16, 2016
4.	<b>Response Submission Deadline</b>	<b>5:00 p.m., Fri., April 1, 2016</b> <b>County Administrator's Office</b> <b>651 Pine Street, 10<sup>th</sup> Floor</b> <b>Martinez, CA 94553</b>
<i>No response will be accepted after this date and time.</i> <i>Postmarked, facsimiled, or e-mailed submissions will not be accepted.</i>		
5.	Review, rating, and interview process	April 4-15, 2016
6.	<b>Notification of award recommendations</b>	<b>Fri., April 15, 2016</b>
7.	Appeal period	April 18-22, 2016
8.	Deadline to submit appeal letters	5:00 p.m., April 22, 2016
9.	Public Protection Committee Review	Mon., April 25, 2016
10.	Community Corrections Partnership Review	Fri., May 6, 2016
Board of Supervisors approval and authorization to award contracts is tentatively scheduled for the <b>May 10, 2016</b> Board of Supervisors' agenda		

**REQUEST FOR QUALIFICATIONS # 1602-169**  
**CIVIL LEGAL SERVICES FOR AB 109 PROGRAM**

<i><b>Project Description</b></i>
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26-35	32%	37%	34%
36-45	32%	31%	31%
46-55	21%	19%	20%
56-65	6%	6%	6%
66+	0.8%	0.4%	0.7%
<b>Race/Ethnicity</b>			
White	34%	44%	38%
Black	44%	34%	40%
Hispanic	19%	19%	19%
Asian	0.8%	1.1%	1%
Pacific Islander	NA	0.3%	0.1%
Filipino	0.8%	0.6%	0.7%
Samoan	0.2%	0.1%	0.2%
Native American	0.1%	NA	0.1%
Other	0.2%	NA	0.1%
Unknown	0.7%	1.1%	0.9%

## **VI. Funding**

Up to \$150,000 (one hundred fifty thousand dollars) is recommended in the AB 109 Public Safety Realignment Budget to fund the provision of Civil Legal Services on an annual basis, and the contract period is from July 1, 2016 through June 30, 2019. The Contra Costa County Administrator's Office (CAO) will administer these funds. The contract(s) resulting from this RFQ may potentially be renewable at the sole discretion the Board of Supervisors.

Agencies may submit responses individually, or may collaborate and work together to provide services in one or more geographic areas of the county. Respondents may submit a response to deliver services in one region of the County or in more than one region, depending on their experience and expertise. If applying collaboratively, only one agency may serve as the lead and will be expected to coordinate all fiscal and administrative duties as needed to meet the contractual obligations. This RFQ may result in a single award or multiple awards.

## **VII. Purpose, Services, and Outcomes**

### **A. Purpose**

The Contra Costa Board of Supervisors has directed the County Administrator's Office to issue this Request for Qualifications to identify outstanding candidates to provide reentry legal services to AB 109 clients residing in Contra Costa County in order to break the cycle of criminal recidivism, increase public safety, and help local government better address the growing population of offenders who return to their communities.

Each firm, person, or not-for-profit entity that is awarded a contract under this RFQ shall agree to provide to AB 109 clients residing in Contra Costa County the scope of legal advice and only the limited legal representation outlined in this RFQ. The contractor may not use funds under this RFQ: (1) to provide any advice not specified herein; or (2) to provide any services to anyone other than the AB 109 population. All services must be provided at no charge to the client. Also, any contractor should not use this program as a method to advertise, recruit, solicit, or in any way seek paying clients. Each firm or person awarded a contract under this RFQ also shall agree not to represent any reentrant in any administrative, quasi-judicial or judicial proceeding against Contra Costa County, except as specified herein.

Legal issues faced by the formerly incarcerated cut across many different practice areas. For example, civil legal issues, such as child support, fall within the practice of family law, while other issues, such as those relating to occupational licensing, fall within the domain of employment law. Moreover, outstanding warrants for failure to appear in court for traffic violations or unpaid fines have a quasi-criminal element to them due to the possible existence of a warrant, the potential for arrest and a sentence of incarceration, and the same burden of proof (reasonable doubt) that is employed in criminal cases. For this reason, legal services providers may find themselves in a domain that is neither purely civil nor purely criminal. Because the legal issues faced by the formerly incarcerated require a level of expertise in many different types of law, legal commentators have argued that an entity providing reentry legal services should eschew the legal practice paradigm of specialization in specific areas and instead develop a broad range of expertise, much as a lawyer who considers himself a general practitioner.

Civil legal assistance can often play a critical role in addressing barriers to successful reintegration into the community. Assistance in securing an occupational or driver's license, expunging criminal records, resolving inappropriate denials of housing or employment, resolving violations of the Fair Credit Reporting Act and its California law counterparts, and advising regarding creating and/or modifying child support orders are among the legal services that can help stabilize the lives of individuals and families.

Who is eligible for services? The AB 109 population being served by CCC Probation is eligible for services. These individuals can qualify regardless of how much time has passed since their release. The contractor can also provide services to other formerly incarcerated persons but shall ensure the use of AB 109 funds are prioritized to those designated AB 109.

## **B. Services and Desired Outcomes:**

The successful contractor will provide limited legal services beginning with a post-release legal check-up to identify legal barriers that can be reduced or eliminated with limited legal interventions. These barriers include barriers to employment due to criminal history; issues related to credit repair; fines and fees related to traffic and quality of life citations; child support issues; and housing and public benefits issues.

Legal services may include assisting, advising, and limited representation of individual

clients in the following areas:

- How to seek early termination of probation;
- Criminal record remedies (“expungement”);
- Removing or minimizing barriers to obtaining professional licensing and other certifications, including representation in administrative hearings;
- Assisting the client with obtaining driver’s licenses, child support modifications, employment or housing applications and denials, and other matters directly impacting employment and housing opportunities;
- Providing full representation and assistance to obtain public benefits, but not representation in any litigation against the County;
- Providing full representation and assistance to obtain or retain housing, but not representation in any litigation against the County;
- Family law matters, including custody, visitation, minor guardianship, orders of protection, and divorce when special circumstances are present;
- Providing full representation and assistance to re-claim forfeited property, but not representation in any litigation against the County;
- Providing advice and/or representation on criminal record employment discrimination cases, other than any case against the County;
- Challenges to State Department of Justice determinations that require persons to register as sex offenders;
- Determining a client’s outstanding debts (e.g. child support) or warrants and qualifications for a modification that can reduce overall debt;
- Educating clients about their other rights and responsibilities.

Legal services funded by this RFQ may not include client representation in any administrative, quasi-judicial, or judicial proceedings, other than those specifically identified above.

## **VIII. Preferred Organizational Characteristics**

1. *Service History*: A documented history of similar or equivalent service delivery to high risk criminal justice populations, including successful completion of contract deliverables and participation in outcome evaluation.
2. *Justice System Collaboration*: A history of prior successful collaboration with Probation, corrections, local law enforcement or other justice system stakeholders.

Knowledge of and participation in “jail to community” service delivery models is preferred, including demonstrated history of working effectively within a correctional

setting and maintaining staff with jail clearances.

3. *Evidence-Based Practices*: Demonstrated knowledge of and commitment to implement evidence-based practices related to successful engagement and recidivism reduction with high-risk criminal offenders.
4. *Risk-Needs-Responsivity*: Demonstrated understanding of criminogenic needs and the recidivism reduction strategies that rely on effectively responding to these needs. An effective response often requires proper intervention dosage and duration levels
5. *Staff Training*: Bidder's staff must be qualified and adequately trained to provide services and able to maintain confidential offender record information (CORI). Staff must commit to full participation in trainings provided through the County, including trauma-informed practices among other topics. County has the discretion to approve or disapprove the qualifications/training level of bidder's staff working with Probation clients.
6. *Cultural Competency*: Demonstrated understanding and capacity to deliver gender responsive services, in appropriate languages, at appropriate educational and literacy levels, that are within the context of an individual's cultural identity. To do this requires a demonstrated awareness, respect, and dynamic appreciation of the beliefs, practices, traditions, religions, personal history, and in the case of this RFP, criminal histories of individuals whom reside in the diverse local communities of Contra Costa.
7. *Interagency Collaboration*: Demonstrated interest and intent to collaborate with local county and non-profit service providers to obtain multi-disciplinary service delivery. A documented history of successful collaboration including shared case management and blended funding preferred. Staff must attend regular coordination meetings and collaborate with AB 109 partner agencies.
8. *Data Collection and Reporting*: Demonstrated capacity and commitment to collecting and reporting all required data including service delivery statistics (number served, units of service, dosage by client), and program-related impact and outcome measures.

Commitment to program changes and improvements based upon outcome data, including willingness to reconfigure services to enhance effective coordination through the AB109 service provider network.

9. *Matching Resources*: Current or potential sources of matching resources to supplement direct funding including leveraged funding or services, and volunteer hours. Since the available funding is not adequate to meet the anticipated level of need, qualified organizations that demonstrate the capacity to access additional resources may be prioritized.
10. *Licensing/Certification Requirements*: Successful bidders must have and maintain all appropriate licenses, permits, and certifications as required by the laws of the United



States, State of California, Contra Costa County, and all other appropriate governmental agencies.

11. Trauma-Informed Principles and Practices: Demonstrated knowledge of and commitment to implement trauma-informed principles and practices in service delivery to ensure a focus on personal safety to help clients develop effective coping skills, build health relationships that foster growth, and develop strong, positive interpersonal support networks.

## **IX. Contract Monitoring and Evaluation**

The County Administrator's Office will actively monitor services provided through these contracts and will:

- a. Monitor subcontracts written by and entered into by the contractor;
- b. Provide information to contractors concerning additional State or County data requirements not provided herein.

At a minimum, contractors will be expected to:

- a. Be able to enter into contract and begin service delivery within 2 months of award;
- b. Perform all services without material deviation from an agreed-upon Service Plan;
- c. Complete quarterly progress reports on templates supplied by County as well as monthly data reports;
- d. Maintain adequate records of service provision to document compliance with Service Plan and complete forms supplied; and
- e. Cooperate with the collection of other fiscal/administrative/service data as requested by the County.

**REQUEST FOR QUALIFICATIONS # 1602-169**  
**CIVIL LEGAL SERVICES FOR AB 109 PROGRAM**

***RFQ Requirements and Instructions for Bidders***

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## RFQ REQUIREMENTS AND INSTRUCTIONS FOR BIDDERS

The bidder requirements in this section are mandatory. Contra Costa County reserves the right to waive any nonmaterial variation.

1. All bidders shall submit one original response package and eight (8) complete copies of the response, under sealed cover, by mail or hand-delivery to the CAO at 651 Pine Street, 10<sup>th</sup> Floor, Martinez, CA 94553 to be received **no later than 5:00 p.m. on Friday, April 1, 2016**. Each submission must be marked on the outside with the Agency's name and RFQ No. 1602-169. Any response received after the deadline will be rejected. Postmarks and faxed submissions are not acceptable.
2. The CAO will review all received responses to make sure they are technically compliant with formatting and submission guidelines as per the RFQ and will conduct a review of the Preferred Organizational Characteristics. Proposers that are non-compliant will not move forward to the Review Panel.
3. Responses and required attachments shall be submitted as specified and must be signed by officials authorized to bind the bidder to the provisions of the RFQ. All costs incurred in the preparation of a response will be the responsibility of the bidder and will not be reimbursed by the County.
4. A response may be withdrawn in person by a bidder's authorized representative prior to **12:00 p.m. on April 4, 2016**. If withdrawing a response, the bidder's authorized representative must provide appropriate identification (i.e. driver's license) and sign a receipt attesting to his/her withdrawal of the response.
5. Any questions regarding this RFQ should be emailed to [Lara.DeLaney@cao.cccounty.us](mailto:Lara.DeLaney@cao.cccounty.us) on or before 5:00 p.m. on March 14, 2016. Please include RFQ #1602-169 in the subject line.
6. The CAO may amend this RFQ, if needed, to make changes or corrections to specifications or provide additional data. Amendments will be posted at <http://www.co.contra-costa.ca.us/index.aspx?NID=2366> or, if after the bidders conference, emailed to all those attending. The CAO may extend the RFQ submission date, if necessary, to allow bidders adequate time to consider additional information and submit required data.
7. The RFQ process may be canceled in writing by the CAO prior to awards if the Contra Costa County Board of Supervisors determines that cancellation is in the best interest of the County.
8. With respect to this RFQ, the County reserves the right to reject any, some, or all

responses. The County reserves the right to negotiate separately in any manner to serve the best interests of the County. All responses become property of the County, without obligation to any responder.

9. Responses will be judged on overall quality of content and responsiveness to the purpose and specifications of this RFQ. Responses should be without expensive artwork, unusual printing, or other materials not essential to the utility and clarity of the response. Evaluation criteria are described below.
10. A Review Panel will evaluate all compliant responses. The panel will be composed of the Chief Probation Officer (or designee), CAO staff, a Reentry Coordinator, a member of the Community Advisory Board, a formerly incarcerated person, and a professional in the area of legal services. On the basis of panel ratings recommendations, the Public Protection Committee will make recommendations to the Contra Costa County Board of Supervisors. Bidders will be notified of this recommendation in writing. Award of a contract by the Board of Supervisors will constitute acceptance of a response.
11. Only bidders submitting a response in accordance with RFQ No. 1602-169 may appeal the RFQ process. Appeals must be submitted in writing and should be addressed to Lara DeLaney, Senior Deputy County Administrator; County Administrator's Office and received at 651 Pine Street, 10<sup>th</sup> Floor, Martinez, CA 94553 no later than **5:00 PM on Friday, April 22, 2016**. Notification of a final decision on the appeal shall be made in writing to the bidder. When submitting, an appellant must clearly state the action appealed, the harm to the appellant, and the action sought. Appeals shall be limited to the following grounds:
  - Failure of the County to follow the selection procedures and adhere to requirements specified in the RFQ or any addenda or amendments.
  - There has been a violation of conflict of interest as provided by California Government Code Section 87100 et seq.
  - A violation of State or Federal law.

Notification of a final decision on the appeal by the CAO shall be made in writing to the bidder within five (5) days, and the decision of the CAO shall be final and not subject to further review.

**REQUEST FOR QUALIFICATIONSS # 1602-169**  
**CIVIL LEGAL SERVICES FOR AB 109 PROGRAM**

<i><b>Response Preparation Instructions</b></i>
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## **RESPONSE PREPARATION INSTRUCTIONS**

### **RESPONSE INSTRUCTIONS**

1. Responses must be in the form of a response package containing a complete response and all required supporting information and documents.
2. Each bidder must submit one (1) original response package and eight (8) complete copies with attachments included, unless otherwise noted on Respondent's Checklist.
3. All narrative materials are to be single-spaced on 8 1/2" x 11" paper (*recycled preferred*) with no less than 1" margins on each side of paper. Use an easy to read 12-point font. **Total response should not exceed 12 pages excluding cover sheet, table of contents, and required attachments.**
4. Pages must be stapled together and numbered consecutively with each section identified by an appropriate Roman numeral.
5. Forms 1-3 (attached to this RFQ) are to be fully completed and attached in the order indicated on the Respondent's Checklist.
6. All information in the response package must be presented in the following sequence.

### **RESPONSE OUTLINE**

#### **I. Cover Statement (Form #1)**

The Cover Statement with original signatures, **in blue ink**, of the responder's Authorized Representative attached to the original of the response must precede the narrative. Copies of the form must also serve as a cover page to the remaining six (6) response copies submitted.

#### **II. Responder Overview (up to 2 pages)**

- A. Responder's history, years in operation, and number of years providing services described herein.
- B. Responder's primary areas of expertise and current core services.
- C. Responder's qualifications (including resources and capabilities) as they relate to the scope of services described herein.

**III. Approach to the Scope of Services (up to 4 pages)**

- A. Describe your approach to accomplishing the legal services described herein.
- B. Describe proposed staffing for this project, including their roles on this project, their qualifications and their credentials (Resumes or CVs may be included as an attachment that will not count against the page limit). Please also include a printout from the State Bar website for each attorney that will work on this project, to demonstrate the attorney is an active member of, and in good standing with, the State Bar of California.
- C. Detail past experience serving the reentry population including experience serving low-income individuals. Address efforts to attain cultural competency to more effectively provide legal services to the reentry population.
- D. Describe the key challenges likely to emerge and identify potential solutions to address such challenges.
- E. Discuss experience working in collaboration with other partners. The AB 109 service delivery model involves intensive collaboration with relevant stakeholders including Probation and other County agency and community based service providers. *Include who needs to be involved, what types of involvement is required, and what mechanisms you would employ to foster collaboration.*

**IV. Technical Expertise (up to 4 pages)**

- A. Discuss and provide evidence of your subject-matter expertise and knowledge as it relates to:
  - 1. Fields of Criminal law that are specifically relevant to the reentry population including petitions for expungement, early termination of probation and other criminal record remedies.
  - 2. Fields of Civil law that are specifically relevant to this population including consumer law.
  - 3. Housing and landlord/tenant law.
  - 4. Public benefits law.
  - 5. Employment law.
  - 6. Family law, including child support, child custody, guardianship and divorce law.

**V. Experience with Similar Programs (*up to 1 page*)**

- A. Describe any similar past work including the scope of the project, relevance, stakeholders, and a brief summary of the approach and services provided. If relevant, indicate any collaborative partners engaged to complete the project. In addition, indicate any challenges encountered and how they were addressed.

**VI. Estimated Cost (*1 page*)**

- A. Outline your cost structure and how funds will be allocated to provide the services under this RFQ. Include the compensation rates and hours/FTEs of proposed personnel.
- B. If you anticipate using subcontractors or partners, explain the proposed scope and costs anticipated for their services.



**REQUEST FOR QUALIFICATIONSS # 1602-169**  
**CIVIL LEGAL SERVICES FOR AB 109 PROGRAM**

<i><b>Response Review and Selection</b></i>
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## RESPONSE REVIEW AND SELECTION

All responses submitted in compliance with the RFQ requirements will be eligible for review and selection. Responses will be evaluated in two distinct areas:

- A. Service response and bidder's implementation capability.
- B. Fiscal response and bidder's fiscal management capability.

### **Response Selection Methodology:**

- A. Only those responses from respondents who attended the Mandatory Bidders Conference will be forwarded for review.
- B. CAO staff will review each response's adherence to RFQ specifications, including:
  - Response Cover Statement
  - Response Narrative
  - Agency Information (*including required attachments*)
  - Other fiscal information (*including required attachments*)
- 1. All responses deemed responsive will be referred to the RFQ Review Panel.
- 2. The panel will be composed of the Chief Probation Officer (or designee), CAO staff, a Reentry Coordinator, a member of the Community Advisory Board, a formerly incarcerated person, and a professional in the area of legal services. Members of the Review Panel will be required to sign an impartiality statement.
- A. The Review Panel will review all qualified responses and evaluate and score all service elements utilizing the evaluation criteria outlined on page 26.
- B. The Public Protection Committee will make recommendations for contract awards to the Board of Supervisors after considering the recommendations of the Review Panel.

**REQUEST FOR QUALIFICATIONSS # 1602-169**  
**CIVIL LEGAL SERVICES FOR AB 109 PROGRAM**

<i><b>Rating Sheet</b></i>
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## RATING SHEET

Program elements will be weighted as follows with a maximum score of 100:

### **Program Elements and Possible Score**

- |      |                                                                                                                                      |       |
|------|--------------------------------------------------------------------------------------------------------------------------------------|-------|
| I.   | <u>Response Cover Statement - <i>required but not weighted</i></u>                                                                   |       |
| II.  | <u>Responder Overview</u>                                                                                                            |       |
|      | 1. Relevancy of responder's overall services/history (3 pts.)                                                                        |       |
|      | 2. Responder's qualifications as they relate to scope of work (3 pts.)                                                               |       |
|      | 3. Overall agency and specified staff with relevant experience and expertise (4 pts.)                                                | 0-10  |
| III. | <u>Approach to the Scope</u>                                                                                                         |       |
|      | 1. Service design/methodology (10 pts.)                                                                                              |       |
|      | 2. Cultural Competency/past experience with reentry population (10 pts.)                                                             |       |
|      | 3. Program action-steps and timeline for implementation (5 pts.)                                                                     |       |
|      | 4. Collaboration with stakeholders and other organizations/Coordination (5 pts.)                                                     | 0-30  |
| IV.  | <u>Technical Expertise</u>                                                                                                           |       |
|      | Depth and relevance of subject-matter expertise (30 pts.)                                                                            | 0-30  |
| V.   | <u>Responder's Experience with Similar Projects</u>                                                                                  |       |
|      | Responder's current or past experience and demonstrated ability of applicant to deliver specified services.                          | 0-20  |
| VI.  | <u>Cost Estimate</u>                                                                                                                 |       |
|      | Project costs are reasonable for proposed scope of services. Cost explanations are clear and demonstrate roles of proposed staffing. | 0- 10 |

<b>Total    100 pts.</b>
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